Corporate Culture Dimensions Associated With Organizational Commitment: An Empirical Study

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ABSTRACT

This study investigated the impact of corporate culture dimensions (empowerment, competence development, fair rewards and information sharing) on the affective, continuance, and normative organizational commitment in the banking sector in Kuwait. An empirical analysis was conducted across permanent, full-time and part-time employees (managers and non-managers) of five large private banks in Kuwait (n = 398). Both Exploratory Factor Analysis (EFA) and hierarchical regression analyses were used to draw the relationship between these variables.

The results showed that sixty percent of variables confirmed previous studies and the remaining ones, surprisingly, were in conflict with previous studies due to some specific Kuwaiti cultural factors. Researchers are challenged to delve deeper into the complex relationship between variables since many of the studies have been conducted in Western societies; thus, the findings can be useful in future comparative studies. A replication of this study in other Arab countries with either the same corporate culture dimensions developed earlier or extended ones could reveal whether these results are country-specified or may be generalized to other countries.

Keywords:　Corporate Culture; Banking Sector; Empowerment; Competence Development; Fair Rewards; Information Sharing; Organizational Commitment

1.　INTRODUCTION

Considered as a complex and integral element of an organization, the concept of corporate culture, as a management tool, is still frequently adapted to suit the organization's purpose (Ashkanasy et al., 2000). There is a general consensus among researchers on the definition of corporate culture as "the pattern of shared values and beliefs that affect the way in which things are done". For the purpose of creating a committed workforce, organizations are trying to promote a corporate culture of commitment to the organization's value system and achievement of the defined performance outcome (Welch & Welch, 2006).

Ritchie (2000) pointed out that corporate culture has the potential to influence the organization's desired outcomes such as commitment, productivity, performance and ethical behavior. Many scholars (e.g., Ulrike de Brentani and Elko J. Kleinschmidt (2004) propose that certain dimensions that define the organization's behavioral environment, that is its culture and commitment, can impact the outcome of these complex and risky endeavors; hence, the need has arisen for appropriate corporate culture dimensions to be developed in order to support the scope of organizational commitment. A clear synergy appears between these dimensions as they are integrated under the umbrella of a strong and appropriate corporate culture for exploitation.

A framework comprising elements of corporate culture constructs and influences, such as empowerment, competence development, fair rewards and information sharing, has been identified and customized to the relevant corporate culture.

In this study, the aim is to determine the viability of corporate culture dimensions as determinants of employees' commitment to their banks in Kuwait. Firstly we expose the relationship between corporate culture and organizational commitment in general. Secondly, we examine the relationship between each dimension of corporate culture with the three types of commitment: affective, continuance and normative in an attempt to integrate the corporate culture concept as an effective managerial tool that affects the organization's desired outcomes.

2.　　LITERATURE REVIEW

Although literature reveals little empirical research on the link between the organizational culture and commitment, the relationship has been theoretically established. However, the organizational culture dimensions have been defined differently by different researchers. Two studies by McKinnon et al. (2003) and Taylor et al. (2008) found a relationship between culture (respect for people, team orientation, completion of work tasks) and organizational commitment. Studies by Garr (1998), Rousseau (1990), Vandenberghe and Peiro (1999), Finegan (2000), and Abbott et al. (2005), on the other hand, have established a link between affective and normative commitment and what they call "constructive" culture. This implies participation in the decision-making, achievement and self-actualization promotion, empowered employment, quality interpersonal communication, teamwork, and socially supportive environment for the growth of the organization's members. Meyer and Allen (1997) also indicated that members who view their organization as constructive will be unlikely to have the intention to leave; that establishes a link between organizational values and normative and continuance commitment.

2.1　　Empowerment and organizational commitment

As organizations embrace and practice higher power sharing at the level of defining, organizing, and conducting task decisions, empowering employees with responsibilities and discretion to influence work outcomes would create a greater level of employee ownership, support, and trust and as a result, a greater development of high commitment and intention to stay among members of the organization (Eisenberger et al., 1986; Leana & Florkowski, 1992; Appelbaumet al., 2000; Tsui et al., 1995; Meyer & Smith, 2000; Allen et al., 2003; Eby et al., 1999).

Carson et al. (1999) suggested that employees, "dually committed" to their career and organizations, have shown high job satisfaction, low intention to leave, and more empowerment. Sarkar (2009) also indicated that empowerment can increase accountability, individual involvement with the organization's values and goals, creativity, and a feeling of importance in taking decisions as a result of commitment.

In a study of employees in the public sector of Korea, Joo & Shim (2010) indicated that empowerment had positively influenced organizational commitment in addition to the education level as a moderator among other demographics like gender, age, hierarchical level, and length of employment. In another study involving 40 companies in the technology field in Taiwan, Kuo et al. (2010) showed similar results linking empowerment and organizational commitment.

A recent study by Yang (2011) involving 172 restaurant employees in Taiwan revealed that high involvement practices like empowerment, competence development, recognition, fair rewards, and information sharing were positively and directly related to affective commitment.

Smeenk et al. (2006) also conducted a study on 412 Dutch faculty employees to draw a relationship between HR practices and organizational commitment. The results showed positive relationships between two factors of empowerment (decentralization and participation) and affective, continuance, and normative commitment. Therefore, empowerment conflict might arise when superiors exert the maximum level of control by imposing the organization's goals and values for lower level employees to follow with a minimum or no involvement in setting organizational goals. Any initiative by the employees will be objected to or resisted by superiors in order to maintain that high level of control (Janssen, 2004).

Another investigation by Bhatnagar (2005) also revealed a positive relationship between psychological empowerment (meaning, competence, self-determination, and impact) and affective, continuance, and normative commitment.

Workplace empowerment can also lead to trust building, work satisfaction and, as a result, an organizational affective commitment. These results were obtained from a study by Laschinger et al., (2001) surveying 412 staff nurses in a central Canadian province.

Culture can also play a role in the relationship between organizational commitment and empowerment.

H1a: Empowerment is positively and significantly associated with affective commitment

H1b: Empowerment is positively and significantly associated with continuance commitment

H1c: Empowerment is positively and significantly associated with normative commitment

2.2   **Competence development and organizational commitment**

Employee training investment by the organization is intended to send a commitment message to its employees that individual development is a valued goal of the organization (McElroy, 2001). An employee's commitment might be influenced more by the message HRM practices convey to the employee than by the practices themselves (Guzzo and Noonan, 1994; Iles et al., 1990). Training is used to enhance specific skills and correct performance issues to empower employees with skills needed for the current and future job requirement (Gomez-Mejia et al., 1995; Gold, 2001; Wood and De Menezes, 1998).

The building of employees' skills to perform their job would establish a higher level of confidence as well as influencing the employees' perception that the organization values their presence, therefore establishing employees' long-term commitment (Smith, 1995).

In addition to the commitment positive link to profit sharing, bonuses, and pay, Landau and Hammer (1986) indicated that OC is enhanced by offering employees "advancement opportunities" within the organization.

Koys (1988 & 1991) found that workers' commitment is related directly to their faith in the intention of the HRM practices of the organization to keep skilled employees and treat them fairly. An employee's skill, training, and personal development practices, including job redesign/enrichment, have shown positive results in building an employee's confidence level, a sense of control, and identification of their work, resulting in an affective commitment (Meyer et al., 2004).

Additionally, Armstrong-Stassen and Schlosser (2008) and Malik et al., (2011) have linked development orientation to an investment in development climate which asserted a positive and significant relationship on affective commitment.

In examining the impact of career growth on organizational commitment by surveying 961 employees in 10 cities in China, Weng et al.'s (2010) research results showed a significant and positive link between the four dimensions of growth (career goal progress, professional ability development, promotion speed, remuneration growth) and affective, continuance, and normative commitment.

Ahmad & Bakar (2003) demonstrated that creating a training environment linked to the overall benefits of training generated a positive correlation with all types of organizational commitment (affective, normative, and continuance). Consistent with these results, Al-Emadi and Marquardt (2007) also confirmed a positive and significant relationship between the career benefits of a training climate and affective, continuance, and normative commitment.

In another research investigating the relationship between training and organizational commitment, outcomes showed a positive and significant relationship with affective and normative commitment, while the continuance commitment showed a negative link (Bartlett, 2001).

Meyer and Allen (1997) asserted that once the employee realizes the importance of training and the skills he can build for his career, he will develop an obligation (normative commitment) to stay at the job.

H2a: Competence development is positively and significantly associated with affective commitment

H2b: Competence development is positively and significantly associated with continuance commitment

H2c: Competence development is positively and significantly associated with normative commitment

2.3   **Fair rewards and organizational commitment**

The ability to manage a successful reward system is one of the most fundamental issues and concerns for many organizations. It is imperative to know how money can play a role in motivating employees (Thorpe and Homan, 2000).

Previous studies on the influence of human resource practices on organizational commitment revealed a causal relationship between rewards and benefits and commitment. To achieve organizational goals, a reward system can be used as a tool to develop a suitable organizational culture that would boost an employee's motivation and commitment (Pfeffer, 1994, 1995, 1998; Mondy et al., 2002). Many employees look at pay allocation with suspicion and view it as unfair practice among peers (Trevor et al., 1997), which explains why the relationship between pay and commitment was found insignificant in other studies (Motowildo, 1988; Currall et al., 2005; Tekleab et al., 2005; Trevor et al., 1997).

Reward practices would link employees' performance level to the expected rewards. Therefore, management should implement a "performance-contingent" reward system to predict an employee's output and performance commitment in the organization (Gagne´ and Deci, 2005).

The equity theory suggested that employees weigh their effort (output) against the compensation they receive. If viewed as a fair package, employees see justice is being provided, become satisfied, and therefore commit to a long-term relationship in the organization (Adams, 1965). Multiple studies (Pillai et al., 1999; Folger & Konovsky, 1989; Gopinath & Becker, 2000) have confirmed this relationship between fair compensation and organizational commitment.

When employees perceive, believe, and understand that the pay program intends to provide "internal pay equity", they tend to have high organizational commitment (Stum, 1999).

Attractive benefits packages are viewed by employees as indications that the organization cares and supports its employees, resulting in the development of a strong affective commitment and the belief that the loss of such package would be costly. This feeling results in a greater experience of continuance commitment, indebted attachment to the workplace, leading in turn to a stronger normative commitment (Meyer and Allen, 1997). More and more research revealed a positive link between benefit packages and employee commitment (Grover and Crooker, 1995).

Paik et al., (2007) examined the effects of perception gaps in compensation between home country employees and expatriates. Results indicated that the wider the compensation gap, the lower the affective commitment, revealing a significant relationship with affective commitment, while continuance commitment was not impacted at all.

A survey conducted by Malhotra et al. (2007) on four call centers of a major retail bank in the UK revealed that extrinsic organizational rewards like promotional opportunities, and intrinsic rewards like role clarity, participation in decision making, and autonomy had a significant and positive impact on affective commitment. At the same time, pay satisfaction had a significant and a positive effect on continuance commitment, while the normative commitment was positively and significantly influenced by autonomy, feedback, and training (intrinsic rewards), and satisfaction with the fringe benefits' package offered by the organization as an extrinsic reward.

Consistent with these results, Landau &Hammer (1986) indicated that OC commitment also showed a positive link with the practices of profit sharing, bonuses, and pay.

H3a: Fair rewards are positively and significantly associated with affective commitment

H3b: Fair rewards are positively and significantly associated with continuance commitment

H3c: Fair rewards are positively and significantly associated with normative commitment

2.4   **Information sharing and organizational commitment**

The relationship between information sharing and organizational commitment has been identified by many researchers for many years. Management adopts information sharing as an important and effective tool to enhance and strengthen an employee's commitment to the organization. The information-sharing process involves the way the organization distributes and receives knowledge among the organization's members in order to strengthen the decision-making process. This practice ensures that employees are being recognized as part of the decision-making process and management are treating their views or opinions with respect.

Paré & Tremblay (2007) investigated the relationship between the "high-involvement human resources practices and the turnover intention" in the Canadian Information Processing Society in Quebec. A sample of 394 participants showed that information sharing was positively related to the employees' intention to stay. By creating a work climate that fosters information sharing and involving employees before decision taking, management would build a healthy environment in which members' self-confidence and recognition of their ideas leads to mutual respect and in turn to an affective commitment (Campbell, 2000).

O'Neill and Adya (2007) indicated that in a culture such as that of the Chinese, where people are communitarians and value harmony, knowledge sharing is a common practice among group members. Their study confirms another research by Wasko and Faraj (2005) who linked knowledge sharing to employees' obligation to satisfy social orientation and community characters and interests, therefore, generating a higher organizational commitment.

Meyer & Allen (1997) asserted that information sharing is positively correlated to affective commitment by building the trust between management and employees and workers' self-worthiness. Aligned with Meyer & Allen (1997), Trombetta & Rogers (1988), Thornhill et al. (1996), and Guzley (2001) confirmed this relationship, stating that open and transparent communication along with access to adequate information and participative decision-making involvement builds positive affective commitment. On the other hand, fostering a downward and upward flow of communication among different levels of the organization would influence the level of an employee's commitment and comfort in the workplace (Young and Worchel, 1998).

Parker and Kyi (2006) and Postames et al. (2001) shed light on what is called vertical & horizontal communication and information sharing. Vertical information flows from top management to employees at the lower level, while horizontal information is about social communication. Both findings showed that only vertical information sharing reveals a positive and significant association with affective organizational and performance commitment. By involving employees with this knowledge sharing, management would build a healthy environment in which members' self-confidence, recognition of their ideas, and a feeling of control over what they are doing leads to mutual respect, which positively impacts the employee's level of commitment (Leana and Florkowski, 1992; Pfeffer and Veiga, 1999; Cook, 1994; Campbell, 2000). In the meantime, sharing information does not mean sacrificing trade secrets. Management has to decide what type and how much information to share with employees. Usually upper level management possesses more information than lower level employees. An organization would not share information if "it carries high efficiency cost" (Ronde, 2001).

Aiming to explore the impact of human resource management (HRM) practices in Swiss small-to-medium enterprises (SMEs) on employees' commitment, Giauque et al. (2010) used data from a survey of over 198 knowledge workers. It was found that information sharing through decision-making participation has a significant

correlation to a level of 0.05 with the affective and normative organizational commitment. Continuance commitment, on the other hand, does not have any significant relation.

Buck and Watson (2002) also examined the influence of HRM strategies on organizational commitment using data on human resources practices at 34 public institutions of higher education in the United States. Statistical analysis found significant and positive relationships between the level of information sharing through the decentralized decision-making and affective commitment, while continuance and normative commitment showed an insignificant relationship.

Wong et al. (2009) concluded that knowledge-sharing practices in Hong Kong's ICT companies promoted and strengthened organizational commitment. It was found that knowledge-sharing practices had a positive and significant impact on affective, continuance, and normative commitment. Kelloway and Barling's (2000) also confirmed that "the willingness to donate knowledge" is positively related to affective commitment.

H4a:　　Information sharing is positively and significantly associated with affective commitment.

H4b:　　Information sharing is positively and significantly associated with continuance commitment.

H4c:　　Information sharing is positively and significantly associated with normative commitment.

3.　　METHODOLOGY

3.1　　Procedures

A total of 1000 questionnaires were distributed to various levels of employees of the participant banks via the internal mail system through the HR manager. Each questionnaire included a covering letter explaining the aim of the study and its implications for the banking sector in Kuwait in terms of employees' commitment. For the purpose of maintaining confidentiality and anonymity, the completed questionnaires were returned to the HR manager via the internal mail system. In total, 460 employees responded, generating an overall usable response rate of 39.8% (62 non-usable responses).

3.2　　Sample proportion

The surveyed participants were permanent, full-time and part-time employees (managers and non-managers) of five large private banks in Kuwait: National Bank of Kuwait (NBK), Gulf Bank, Kuwait Finance House (KFH), Al-Ahly Bank of Kuwait (ABK), and the Bank of Kuwait and Middle East (BKME). Each bank has more than 500 employees. There was a fairly close split between male (56.55%) and female (43.5%) participants and a fair distribution among age groups (28% between 21-25 years, 52% between 26-35 years, 13% between 36-45 years, 5.5% between 46-55 years, 0.9% between 56-60 years and 0% over 65 years). The sample was relatively young in terms of age since the majority (80%) was less than 35 years old. Regarding the educational level, the majority of respondents (86%) held a diploma and higher degree. Furthermore, 48.3% of respondents had been in their position for five years and above, and 18.3% of respondents had been working in the present organization for over five years. In terms of positions, 262 respondents were non-managerial (66%); the remaining respondents were managerial (34%). Table 1 details the sample proportion with respect to gender, age, educational level, job tenure, and organizational tenure.

Table 1 Sample frequencies

	Sample (n=398)
Gender	
- Male	56.5
- Female	43.5
Age	
- 21-25	28.4
- 26-35	52.2
- 36-45	13
- 46-55	5.5
- 56-60	9
- above 65	0
Edu. Level	
- HS	12.6
- Diploma	14.4
- Degree	71.7
- Post Grad.	1.3
Job Tenure	
- 0-5	51.7
- 6-10	37.11
- Above 10	11.19
Org. Tenure	
- 0-5	81.7
- 6-10	13.42
- Above 10	4.88
Position level	
- Mgr	34
- Non-Mgr	66

3.3   Measures

3.3.1   *Corporate culture dimensions*

The corporate culture dimensions were measured with a scale for empowerment, competence development, fair rewards, and information sharing. The intended outcomes included affective, continuance, and normative commitment. Tremblay et al. (1997) assessed all corporate culture dimensions but one, using a five-point Likert scale (1=strongly disagree to 5=strongly agree), indicating the extent to which the four dimensions were used in their organization. The first corporate culture dimension, labeled 'empowerment', included three items measuring the level of autonomy and freedom employees have regarding the way they carry out their work (Cronbach alpha=0.698). The second dimension, labeled 'competence development', included six items measuring employees' development skills and their chances for promotion (Cronbach alpha=0.855). The third dimension, labeled 'fair rewards', included four items measuring employees' perception of their compensation level (Cronbach alpha=0.805).The last dimension, labeled 'information sharing', adopted from a survey done by Lawler et al. (1992), included six items measuring employees' involvement in the company's decision-making process at all levels. The resulting Cronbach alpha for information sharing was 0.879.

3.3.2   *Organizational commitment*

The three dimensions of employee organizational commitment were assessed using the scale developed by Meyer et al. (1993). The affective commitment scale included six items measuring the emotional reasons for which employees would stay in the organization. The resulting Cronbach alpha for affective commitment is 0.846. The continuance commitment scale included five items measuring the economic reasons for which employees would stay in the organization. The resulting Cronbach alpha for continuance commitment is 0.780. The normative commitment scale included three items measuring the ethical and moral reasons for which employees would stay in the organization. The resulting Cronbach alpha for normative commitment is 0.583.

3.4   Factor analysis

For the purpose of data reduction, in order to create smaller summary variables sets and to construct a base understanding of the conceptual framework of the corporate culture dimensions-commitment phenomena, exploratory factor analysis has been conducted in this study. We used two criteria for determining the appropriateness of the factor model: Eigenvalue (1.00) and communality (0.20). Based on the assumption that the factors are correlated, we used the direct oblique rotation to rotate the factor matrices to a simple structure. The results for factor analyses (corporate culture dimensions), Cronbach's alpha, and the total explained variance are presented in Table 2.

Table 2 Exploratory factor analysis for Corporate culture dimensions

	1	2	3	4	Cronbach's Alpha
Empowerment practices					0.698
1 Employees are given great latitude for the organization of their work				0.597	
2. Employees in my work unit have much autonomy in project management				0.704	
3. In my work unit, employees have considerable freedom regarding the way out their work				0.792	
Competence development practices					0.855
1. Employees can develop their skills in order to increase their chances of being promoted		0.703			
2. Employees can rotate jobs to develop their skills		0.702			
3. Several professional development activities (e.g.coaching,training) are offered to employees to improve their skills and knowledge.		0.743			
4. Proficiency courses such as specialized technical courses and professional certification are encouraged by management		0.675			
5. I am able to apply new skills in my work		0.662			
6. Managers encourage employees to apply their new abilities and skills in the context of their daily work		0.537			
Fair rewards practices					0.805
1. I estimate my salary as being fair internally			0.867		
2. My salary is fair in comparison with what is offered for a similar job elsewhere			0.877		
3. In my work unit, our supervisors assign mandates in a fair manner			0.552		
5. The pay increases and/or bonuses I received in the last two years adequately reflect my recent performance evaluations			0.694		
Information sharing practices					0.879
1. Employees are regularly informed of future bank projects (e.g. major investments, acquisitions, new technologies...)	0.727				
2. Employees are regularly informed of financial results	0.764				
3. Employees are regularly informed of their work unit's performance	0.789				
4. Employees are regularly informed of technological orientations	0.825				
5. Managers regularly inform employees of the level of customer satisfaction for products or services offered	0.728				
6. Employees'suggestions concerning ways to improve our work unit's effectiveness are seriously taken into account.	0.533				
Total explained variance: 63.332%	39.64%	10.94%	7.37%	5.38%	

Extraction Method: Principal Component Analysis; Rotation Method: Oblimin with Kaiser Normalization; * Factors loading less than 0.5 are not reported

Another set of exploratory factor analyses has been used for the three dimensions of organizational commitment, excluding all factors loading less than 0.5. As is often the case for all measures, we used the direct oblique rotation since the components of commitment have been found correlated (Meyer et al., 2002). Table 3 shows the three subscale items of commitment, Cronbach's alpha, and the total explained variance, omitting factors loading less than 0.05.

Table 3 Exploratory factor analysis for Organizational Commitment

	1	2	3	Cronbach's Alpha
Affective Commitment				0.846
1- I would be very happy to spend the rest of my career with this organization	0.804			
2- I really feel as if this organization's problems are my own	0.819			
3- This organization has a great deal of personal meaning for me	0.739			
4- I would feel guilty if I left my organization now	0.591			
5- This organization deserves my loyalty	0.631			
6. This organization deserves my loyalty	0.665			
Continuance Commitment				0.78
1- It would be very hard for me to leave my organization right now even if I wanted to		0.572		
2- Too much in my life would be disrupted if I decided I wanted to leave my organization now		0.694		
3- Right now, staying with my organization is a matter of necessity as much as desire		0.766		
4- One of the few negative consequences of leaving this organization would be the scarcity of available job alternatives		0.654		
5- One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the verall benefits I have here		0.706		
Normative Commitment				0.583
1. If I got another offer for a better job elsewhere, I would not feel It was right to leave my organization			0.509	
2- I was taught to believe in the value of remaining loyal to one organization			0.735	
3- Things were better in the days when people stayed with one organization for most of their career			0.762	
Total explained variance: 57.727%	37.38%	13.02%	7.33%	

Extraction Method: Principal Component Analysis; Rotation Method: Oblimin with Kaiser Normalization; * Factors loading less than 0.5 are not reported

4.   RESULTS

Table 4 shows the means, standard deviations and Cronbach's alpha coefficients of the variables. A series of hierarchical regression analyses were conducted to examine the impact of corporate culture dimensions on affective, continuance and normative commitment (see Tables 5, 6, and 7). The variables were entered into the regression equation in two steps. The control variables were entered first. The corporate culture dimensions were entered   second.

Table 4 Means, Standard Deviation, Reliabilities, and Correlations (N=340)

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.Gender	1.400	0.491	(…)													
2.Age	1.980	0.845	-.189**	(…)												
3.Education Level	2.800	0.712	-0.089	-0.089	(…)											
4.Positional Tenure 1	0.514	0.500	.142**	-.622**	-0.062	(…)										
5.Positional Tenure 2	0.241	0.428	-0.065	0.071	-0.049	-.579**	(…)									
6.Organizational Tenure 1	0.815	0.389	0.037	-.504**	0.039	.458**	-0.035	(…)								
7.Organizational Tenure 2	0.135	0.342	0.014	.319**	0.007	-.381**	.097*	-.827**	(…)							
8.Empowerment	3.196	0.863	-0.049	.098*	0.087	0.017	-0.092	-0.048	0.006	-0.698						
9.Competence Development	3.487	0.896	0.056	0.070	0.043	0.013	-.118*	-0.056	0.016	.595**	-0.855					
10.Fair Rewards	2.859	0.923	-0.022	.149**	0.066	-.111*	-0.017	-.103*	.132**	.432**	.471**	-0.805				
11.Information Sharing	3.342	0.931	.138*	0.023	0.056	0.065	-.104*	-0.043	0.045	.517**	.625**	.382**	-0.879			
12.Affective Commitment	3.277	0.964	-.139*	.220**	0.049	-.134**	0.015	-.154**	.099*	.455**	.438**	.406**	.435**	-0.846		
13.Continuance commitment	3.184	0.904	-0.093	-0.041	0.001	0.024	0.011	0.050	-0.040	.147**	.238**	.238**	.240**	.465**	-0.780	
14..Normative commitment	3.266	0.771	-0.021	-0.011	-0.026	0.046	-0.015	0.006	0.008	.163**	.104*	0.060	.250**	.335**	.368**	-0.583

Notes: Cronbach α coefficients appear in parentheses

The first set of regression analyses was conducted with affective commitment as the dependent variable. The results provide support for the hypotheses: H1a, H3a and H4a. (Overall model: F=28.988, P<.001; adjusted R-square=.348.) As expected, empowerment, fair rewards, and information sharing were positively and significantly related to affective commitment (B=.19, P<.001; B=.18, P<.001; and B=.26, P<.001). In conflict with previous studies, H2a was not supported. No significant relationship was found between competence and affective commitment (H2a). The results of these analyses are presented in Table 5.

Table 5 The Hierarchical Regression Analyses for Corporate Culture Dimensions on Affective Commitment

Independent variables	Unstandardized β	Standard error	Standardized β	R Square	Adjusted R Square	R Square Change	F change	Sig.F change
Model 1				0.099	0.076	0.099	4.226	0.000
Gender	-0.113	0.113	-0.059					
Age	0.196	0.102	0.171					
Education Level	0.078	0.091	0.051					
Positional Tenure								
0-5	-0.136	0.213	-0.073					
› 5	0.131	0.187	0.061					
Org.Tenure								
0-5	-0.301	0.313	-0.117					
› 5	-0.145	0.321	-0.049					
Model 2				0.374	0.348	0.275	28.988	0.000
Gender	-0.213	0.098	-0.112					
Age	0.105	0.087	0.092					
Education Level	0.009	0.077	0.006					
Positional Tenure								
0-5	-0.231	0.18	-0.123					
› 5	0.158	0.158	0.074					
Organizational Tenure								
0-5	-0.118	0.264	-0.046					
› 5	-0.145	0.271	-0.045					
Empowerment	0.197	0.071	.184***					
Competence Development	0.068	0.074	0.063					
Fair Rewards	0.183	0.059	.175***					
Information Sharing	0.267	0.065	.265***					

Notes: *p < .05; **p < .01; ***p < .001

The overall model was significant when continuance commitment was entered as the dependent variable. The results provide support for the hypotheses H3b and H4b. (Overall model: F=5.272, P<.001; adjusted R-square=.040.) The relationships between continuance commitment and fair rewards and information sharing were significant (B=.14, p<.01; B=.17, P<.01). However, hypothesis H2b was not supported. No significant relationship was found between continuance commitment and competence development. Surprisingly, in conflict with some previous studies (Laschinger et al., 2001; Liu et al., 2007), a negative relationship was found between empowerment and continuance commitment (H1b) (B=.16, p<.01). The results of these analyses are presented in Table 6.

Table 6 Results of the Hierarchical Regression Analyses for Corporate Culture dimensions on Continuance Commitment

Independent variables	Unstandardized β	Standard error	Standardized β	R Square	Adjusted R Square	R Square Change	F change	Sig.F change
Model 1				0.007	..018	0.007	0.279	0.982
Gender	-0.081	0.11	-0.044					
Age	-0.042	0.098	-0.038					
Education Level	-0.023	0.088	-0.016					
Positional Tenure	.							
0-5	79	0.198	0.044					
› 5	-0.027	0.177	0.072					
Organizational Tenure								
0-5	-0.061	0.284	-0.025					
› 5	-0.027	0.293	-0.01					
Model 2				0.077	0.04	0.07	5.272	0.02
Gender	-0.158	0.109	-0.087					
Age	-0.041	0.096	-0.038					
Education Level	-0.025	0.086	-0.018					
Positional Tenure								
0-5	0.104	0.193	0.059					
› 5	0.175	0.173	0.086					
Organizational Tenure								
0-5	-0.054	0.276	-0.022					
› 5	-0.118	0.287	-0.042					
Empowerment	-0.164	0.081	-.156**					
Competence Development	0.095	0.084	0.094					
Fair Rewards	0.149	0.067	.148**					
Information Sharing	0.175	0.073	.183**					

Notes: *p < .05; **p < .01; ***p < .001

Also, the overall model was significant when normative commitment was entered as the dependent variable (F=8.451, P<.001; adjusted R-square=.084). Information sharing was positively related to normative commitment (H4c) (B=.029, p<.001). Hypotheses H1c and H2c were not supported. In conflict with previous studies (Smeenk et al., 2006), the relationships between normative commitment and empowerment and competence development were found to be non-significant (B=-.004 for empowerment; B=-.053 for competence development, and B=-.049 for fair rewards). Nonetheless, in contradiction with previous studies (Caldwell et al., 1990; Gellatly et al., 2009), a negative

relationship was found between fair rewards and normative commitment (B=.15, p<.001). The results of these analyses are presented in Table 7.

Table 7 Results of the Hierarchical Regression Analyses for Corporate Culture dimensions on Normative Commitment

Independent variables	Unstandardized B	Standard error	Standardized B	R Square	Adjusted R Square	R Square Change	F change	Sig.F change
Model 1				0.012	-0.012	0.012	0.495	0.838
Gender	-0.029	0.091	-0.02					
Age	-0.007	0.081	-0.008					
Education Level	-0.009	0.072	-0.008					
Positional Tenure								
0-5	0.2	0.164	0.135					
› 5	0.177	0.147	0.104					
Organizational Tenure								
0-5	-0.242	0.235	-0.12					
› 5	-0.027	-0.027	-0.011					
Model 2				0.118	0.084	0.106	8.451	0.000
Gender	-0.126	0.088	-0.084					
Age	0.002	0.078	0.002					
Education Level	-0.013	0.069	-0.011					
Positional Tenure								
0-5	0.159	0.156	0.108					
› 5	0.209	0.14	0.123					
Organizational Tenure								
0-5	-0.186	0.224	-0.092					
› 5	0.035	0.233	0.015					
Empowerment	0.004	0.065	0.005					
Competence Development	-0.053	0.068	-0.064					
Fair Rewards	-0.15	0.054	-.181***					
Information Sharing	0.294	0.059	.371***					

Notes: *p < .05; **p < .01; ***p < .001

5.   DISCUSSION, LIMITATIONS, AND IMPLICATION OF THE STUDY

This study has empirically investigated the impact of four corporate culture dimensions on affective, continuance, and normative commitment among Kuwaiti employees' organizational commitment in the banking sector.

While our findings do not differ substantially from those obtained in previous studies, our results provide a quite compelling support for the influence of corporate culture dimensions on organizational commitment. Seven of the twelve hypotheses were fully supported and confirmed previous studies whereby variables have been positively and significantly related. In conflict with previous studies, empowerment and fair rewards were significantly but negatively related to continuance and normative commitment which will have several important implications for further research. Another important finding in this paper indicates that there is no relationship between competence development and the three types of organizational commitment, something which will be strongly justified in the following.

As shown in Table 5, empowerment was found to be positively and significantly related to the affective component of organizational commitment. This means that the greater the freedom and autonomy of Kuwaiti employees to handle their tasks and participate in decision making, the more they are emotionally committed to their organizations. This finding is consistent with previous studies (Liden et al., 2000; Avolio et al., 2004; Barsoso Castro et al., 2008) confirming that employees are affectively committed to their organizations when they perceive freedom and autonomy as sources of power.

Contrary to most previous studies (Sutton & Kahn, 1987; Weik, 1988; Bandura, 1989; Spreitzer, 1995), a significant but negative relationship has been found between empowerment and continuance commitment (Tsung-Hsien Kuo et al., 2010). However, there has been some inconsistency in the literature linking empowerment to continuance commitment. Meyer and Allen (1997) indicated that some work behaviors can be negatively related to continuance behavior. In the Kuwaiti culture, in which expats form the majority, employees have strong continuance commitment due to a feeling that they have been "trapped" by the fewer opportunities they have.

The result contradicts the argument that the same work practices that influence affective commitment are more likely to influence normative commitment (Allen and Meyer, 1996). No significant relationship was found between empowerment and normative commitment. The feeling of obligation to stay within the organization is closely related to the Kuwaiti employees' cultural backgrounds. Providing more autonomy and task variety may negatively influence a Kuwaiti employee who would prefer to be praised rather than to work more hours or increase his responsibilities.

Of the four corporate culture dimensions examined in this research, and inconsistent with most previous studies, competence development was found to have no significant relationship with the three components of commitment. Meyer and Smith (2000), in support of our findings, found that employees' evaluation of training practices was not found to contribute, directly or indirectly, to the prediction of commitment. Also, Joo and Shim (2010) found no significant relationship between competence and organizational commitment, contrary to previous results that found direct and indirect impacts of competence on organizational development. A possible explanation of this result is that, regardless of the development of Kuwaiti employees' capabilities and skills, we believe that a nationalization policy of hiring more Kuwaiti employees than expats makes them less motivated to build their competencies.

Results also demonstrated that fair rewards are significantly and positively related to both affective and continuance commitment. Gellatly et al. (2009), in their study on the HRM practices and organizational commitment profiles and in support of our findings, found that reward practices significantly increased employees' emotional attachment to the organization. Malhotra et al. (2007), on the other hand, found that pay satisfaction has a significant and positive effect on continuance commitment. Also, an unexpected and surprising finding negatively associated fair rewards with normative commitment. The explanation for that could be the presence of national cultural influence on how Kuwaiti employees value their job from a prestigious angle regardless of the level of their pay Caldwell et al. (1990) support this finding in their study on building organizational commitment within US firms. They asserted that a clear formal reward system may undermine normative commitment.

In corroboration with previous studies (Campbell, 2000; Giauque et al., 2010; Wong et al., 2009; Kelloway and Barling, 2000), a significant and positive relationship was found between information sharing and affective, continuance and normative commitment. Many researchers (Salancik, 1977; Caldwell et al., 1990; van den Hooff and de Ridder, 2004) pointed out that the more employees receive information about their job and the working

environment, the more they are likely to be committed to the organization. Sharing information with employees has led to these positive and significant relationships and created a mutual positive feeling about the organization. Several limitations of this research highlight important avenues for future research. Firstly, variables were measured using self-report data which raises the possibility of shared response/social desirability bias in the relations among the variables. Secondly, our sample was drawn only from the Kuwaiti banking industry which may have limitations for generalization to other sectors of the economy. The sample is also based on a specific Arab country, Kuwait, which explains that the rejection of some hypotheses is due to the differences between the cultures of the literature review countries and the sample country. Thirdly, a major conceptual limitation is the focus on four corporate culture dimensions only. There are probably other dimensions such as team orientation, person-fit organization, innovation and risk taking that might have a significant impact on organizational commitment.

This study reveals many practical implications for further research. While most of our findings are consistent with previous studies, researchers are challenged to delve deeper into the complex relationship between corporate culture dimensions and organizational commitment since many of the studies have been conducted in Western societies; thus, the findings can be useful in future comparative studies. A replication of our study in other Arab countries with either the same corporate culture dimensions developed earlier or extended ones could reveal whether our results are country-specified or may be generalized to other countries.

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