



ORGANISATIONAL CULTURE AND EMPLOYEE COMMITMENT IN PUBLIC ORGANISATIONS: A CASE OF UGANDA HUMAN RIGHTS COMMISSION

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Abstract: - This paper is an extract from a bitter study that sought to examine the influence of organizational culture on employee commitment in Uganda Human Rights Commission. The study specifically explored the effect of team work, open communication and power structures on employee commitment. A total of 102 respondents, including 8 managers and 94 employees, participated in the study. The study employed both quantitative and qualitative methods. Primary data was obtained using a structured questionnaire and a structured interview guide. Data was analyzed using descriptive and inferential as well as qualitative methods. The findings reveal that; Team work, open communication and power structures are significant constructs that influence employee commitment and subsequently lead to goals and mission achievement of UHRC. These three aspects strengthened employee commitment to their assignments and organizational goals. This has subsequently increased organizational effectiveness. The organization has been able to complete a number of human rights cases most of which have been against central government. Hence organizational culture is significant in determining the level of employee commitment in public organizations. The researcher recommends; there is need to have more formal guideline for organizational culture of public institutions in Uganda. The culture of team work, open communication and flexible power structures should be promoted in public organizations in Uganda so as to increase their effectiveness. Guidelines on working as teams should be made by line ministries in central government for all organizations under their oversight. Therefore, organizational culture can be used to improve the low employee commitment in public organizations in Uganda.

Key words: Culture, mission, Customer-oriented, Psycho-social psycho-social

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Introduction: This study examined the organizational culture existing in public organizations in Uganda and its role in enhancing employee commitment in these organizations. This study was motivated by the fact that several applications of organizational

culture exist in business and corporate organizations, but empirical studies attempting to examine the contribution of organizational culture to employee commitment in public organizations in Uganda were rather limited. This has left a knowledge gap and yet it is such information that public organizations in Uganda need to fix the urgent employee performance and organizational effectiveness challenges being faced by these organizations.

This first introductory chapter discusses the context and insight into the research problem; the statement of the problem; the purpose of the study; research objectives; research questions; scope of the study and significance of the study. Therefore, the starting point was to provide a detailed background and rationale for the study.

Background to the study

Historical perspective: Organizational culture started in business organizations in developed countries in the 1980s. Peters and Waterman's book *In Search of Excellence* is known to have initiated the popularity of organizational culture in the 1980s. This book made the argument that company success could be attributed to an organizational culture that was decisive, customer-oriented, empowering, and people-oriented. Since then, organizational culture has become the subject of numerous research studies, books, and articles. Organizational culture is still a relatively young, but a fast-growing concept within management. The emergence of the New Public Management (NPM) doctrines of the 1990s necessitating public organizations to adopt, in their running, governance practices from the private sector motivated these organizations to adopt organizational culture. Organizational development experts started exploring the role of organizational culture in the effectiveness of public organizations (Andre, 2008).

In Uganda, concerns on organizational culture have been introduced in the mid 2000s by corporate and international service organizations such as Banks and Mobile Telecommunication Companies. Now, even public sector

organizations are adopting principles of organizational culture. This is because studies from corporate organisations in Uganda, indicate that shared values within the organization, may be related to increased performance. Researchers from developing countries have found a relationship between organizational cultures and organisational performance, with respect to success indicators such as sales volume and market share (Glendon and Stanton 2000). At the same time, organisations in Uganda are realizing that it is important to have a culture that fits with the demands of the organisation's environment. Having the right culture may be a competitive advantage for an organization, having the wrong culture may lead to performance difficulties, may be responsible for organizational failure, and may act as a barrier preventing the organisation from changing and taking risks (Schein 2010).

Theoretical perspective: Several theories exist to describe relationships between organisational culture and employee commitment, but this study was based on the Consistency theory of Leon Festinger. The theory was used because it clearly articulates the constructs of organisational culture thus Team work, open communication and power structures. The consistency theory says that a common perspective, beliefs and communal values among the organizational participants enhance internal coordination and promote meaning and a sense of identification with the organisation on the part of its members (Hofstede, 2001). This theory describes the independent variable (OC) and shows how it is related to the dependent variable (EC). The consistency theory is a psycho-social theory that highlights values and behaviours that contribute to the unique social and psychological environment of an organization.

Needle (2004) argues that if an organisation has power structures that promote collective values such as team work and beliefs like open communication its members are likely to be more committed to it. Ravasi and Schultz (2006)

add that when these values and beliefs are shared among all members, the organisation is more likely to achieve its goals and objectives. Shared values and beliefs also promote free interaction between individuals and groups, with clients, and with stakeholders. In addition, this may affect how much employees identify with the organization. While it is true that organizational culture may influence the organization in different ways, this study focused on workforce commitment. In this era of competition, organizations need a culture that increases employee commitment. The commitment of employees shows the level of attachment with the organization and it is a significant contributor to the effectiveness of the organization (Northcraft, and Neale 2002).

Conceptual perspective: The independent variable (IV) for this study was organisational culture. O'Reilly and Chatman (2009) define organization culture as the personality of an organization that guides how employees think and act on the job. Kroeber and Kluckhohn (2007) add that organizational culture comprises of values, beliefs and inter-personal behaviours that determine how the organization does its job. Organizational culture can also mean an organization's values (Deal & Kennedy 2009), an organization's generally accepted system of meaning (Pettigrew, 2005) or an organization's operating philosophy (Ouchi 2006; Alvesson and Berg, 2011).

Organizational culture appears in various forms; but Hofstede (2001) mentions four forms which include shared assumptions, cultural values, behaviours and cultural symbols. These support the organization in building organizational culture. Organizational culture helps employees to understand the functioning of the organizations by sharing its norms, values and rules and regulation of organization (Deshpande and Webster, 2001). The essential core of Organizational culture consists of, shared values and beliefs such as team work, open communication that promote free decision making (Appelbaum, 2004). Organizational

culture is hence a value system which can help an organization to run itself and effectively accomplish its objectives (Schhneider, 2009).

Employee commitment was the dependent variable for this study. Employee commitment is defined as the willingness of an employee to stick with the organization even in tough conditions. Commitment enables an employee to fulfill organizational goals even under difficult conditions (Meyer&Allen, 2003). Allen and Meyer (2007) add that a committed employee is determined to stay with the organization irrespective of whether the organization is in a favourable or unfavourable state. Chang and Lee (2007) say that an employee might be committed to the profession or to the organization; or an employee might be committed to people in the organization, either to top management, direct management, to colleagues or to customers. Some employees are committed to the organization itself, seeing themselves as part of it and wish for its success (Schhneider, 2009). A committed worker is more productive during his working hours. A committed worker is less absent, identifies with the organization and better assists in meeting its goals. In order to understand how to get employee commitment, it's important to understand the different types of commitment. Commitment can be characterized by several dimensions: One dimension deals with the nature of the commitment: an emotional commitment that the employee develops, a beneficial commitment, a moral commitment, Kluckhohn (2007).

Silverthorne (2004) argues that organizational culture and Commitment have a strong relationship. Organizational culture plays a major role in developing commitment among employees. Organizational culture is an effective control mechanism dictating employee commitment behaviour. Organisational culture is said to be a more powerful way of controlling and managing employee commitment than organizational rules and regulations.

A culture of teamwork, open communication and participation in decision making enhances employee commitment. The volume of activity and personal ability to develop, all affect commitment level. Cultures can be a source of competitive advantage for organizations. Strong organizational cultures can be an organizing as well as a controlling mechanism for organizations.

Contextual perspective: The Uganda Human Rights Commission is a public organization that was created by an Act of parliament to promote justice for the vulnerable groups. The mission of the organisation is to protect and promote fundamental human rights and freedoms in Uganda for sustainable development. Among the five core values of the organization is integrity, transparency, accountability, fairness and quality service delivery (Annual Report, 2014). The mission and values of the organization require a culture that can effectively achieve them ensuring successful implementation of the necessary changes. In addition, the effectiveness of this organization is dependent on motivating and maximizing employee commitment among its employees.

The commission works amidst an environment where human rights abuses are being committed by public security organizations and individuals. Hence, in order to be effective, the Commission requires a culture of teamwork and socialization and how the commitment of employees to their jobs is sustained dependent on the existing culture in an organization. (Annual Report, 2014).

Statement of the problem: Uganda Human Rights Commission exists to promote justice for vulnerable people in the country. Currently the Commission is handling a number of cases of Human Rights abuse most of them against high government machinery. In 2014, the commission received 3,904 cases of human rights abuse which required the commitment of staff to their work in order to realise the goals of the Commission (UHRC Annual report 2014).

Although effectiveness of UHRC is dependent on employees' commitment to their organization's mission and values, the Commission is grappling with a backlog of cases due to a reduction in the commitment of staff (UHRC Annual report 2014). Unfortunately, the UHRC assessment report (2014) shows there was no empirical study to establish whether the organisation's culture promotes Team work, Open Communication and Power structures which are significant constructs of organizational culture that promote employee commitment (Gupta 2011). Thus this study was carried out to examine the influence of organizational culture on employee commitment in Uganda Human Rights Commission.

General Objective: This study examined the influence of organisational culture on employee commitment in Uganda Human Rights Commission.

Specific Objective: To achieve the general objective, the research addressed the following specific objectives;

- To establish the effect of team work on employee commitment at Uganda Human Rights Commission.
- To establish the effect of open communication on employee commitment at Uganda Human Rights Commission.
- To establish the effect of power structures on employee commitment at Uganda Human Rights Commission.

Research Questions

The study sought answers to following questions:

1. What is the relationship between team work and employee commitment at Uganda Human Rights Commission?
2. What is the relationship between open communication and employee commitment at Uganda Human Rights Commission?
3. What is the relationship between power structures and employee commitment at Uganda Human Rights Commission?

Scope of the Study

Content scope: The study sought to investigate the influence of organizational culture on employee commitment. Aspects of organizational culture that were examined include; team work, open communication and power structures. Employee commitment was measured as willingness to stick to the organization, expending effort to achieve organization goals and feelings of being valuable to the organization.

Area Scope: The study was carried out in Uganda Human Rights Commission mainly at the Headquarters on Buganda Road Plot 22 Lumumba Avenue and the various regional offices spread in Uganda. Data was collected from all categories of employees in the entire institution of the Uganda Human Rights Commission spread throughout the country.

Time Scope: The study examined issues related to organisational culture and employee commitment of UHRC covering the period from the year 2010 to 2015. This period was chosen because as a public organisation UHRC follows a five year strategic work plan. Within this plan, the organisation spells out aspects of organisational culture that are promoted and employee work related attributes to be developed.

Significance of the Study: The findings will show the relevance of organisational culture in employee commitment in public organisations in Uganda. The findings will be used by the central government to initiate policies on organisation culture that can improve effectiveness of government organisations.

The findings will highlight aspects of organisational culture that influence employee commitment. This information will be used by organisations in Uganda to improve their organisational culture.

The findings will also indicate to organisational development experts, aspects of organisational culture and employee commitment in public organisations that need further studies.

The findings may also help leaders and management of Uganda Human Rights Commission to come up with new and appropriate ways of using their organisational culture to increase their employee commitment.

Therefore, the study will help policy makers and employees in public organizations in Uganda to consider culture as a major factor leading to an excellent work environment.

Conceptual Framework: Figure 1 gives a graphical conceptual representation of the variables of study and how they related to one another. The independent variable was organisational culture and it consisted of Team work, open communication and power structures. The dependent variable was employee commitment. The Extraneous variable was organisational policy.

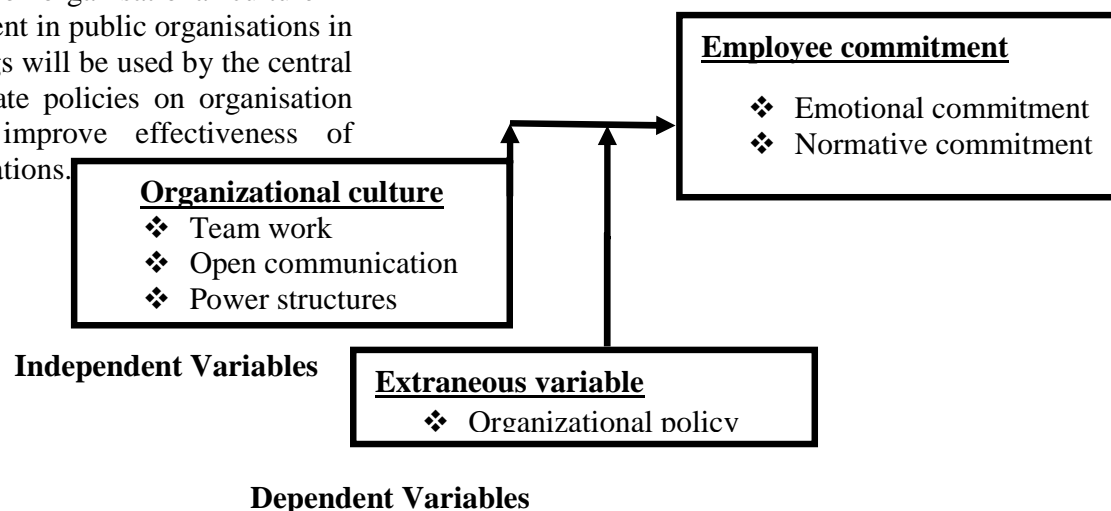


Figure 1: Conceptual framework

The Conceptual Frame Work: Adapted from Hofstede (2001) and Postmes *et al.* (2001) and modified by the researcher.

According to the diagram above, Team work, open communication and power structures were identified as aspects of organisational culture that were more likely to influence employee commitment (Hofstede, 2001). Team work is when all employees work together to promote the goals of the organisation. Team work is built by open communication by management around the organisation's mission, vision and goals and an organisation structure that gives all employees freedom to participate in making decisions that enhance the performance of the organisation. These three aspects subsequently develop commitment to each other's success and the organisation as well (Postmes *et al.* 2001).

Commitment can be emotional, continuance or normative. Emotional commitment refers to employees' attachment to, identification and involvement in the organization (Chen 2010). Normative commitment is perceived as a duty to support the organization and its activities, and it is exhibited by a sense of faith and commitment to remain in the organization. In this kind of commitment, the individuals think that their continuous commitment and support of the organization's activities is their religious duty (Tessie *et al.*, 2010).

Literature Review: The literature sighted first reviews the theories on which the study was based and the key concepts of the study are reviewed. It then focuses on the existing body of knowledge and then identifies the gaps existing in the current study.

Theoretical review:

This study was based on the consistency theory of organizational culture. This theory was used mainly because it clearly articulates the constructs of organisational culture thus Team work, open communication and power structures bringing out employee commitment as well. The theory suggests that a common perspective, shared beliefs and communal values in the organization are major components of

organizational culture (Hofstede, 2001). When organizational participants share and esteem these components, internal coordination is enhanced and meaning and a sense of identification (employee commitment) is promoted on the part of its members. According to Porter *et al.* (2002, p 604) a shared sense of purpose, direction, and strategy can coordinate and galvanize organizational members toward collective goals. According to Mowday *et al.* (2003), Power structures that allow involvement and participation in decision making by all members, will contribute to a sense of responsibility and ownership and hence, organizational commitment and loyalty. This theory promotes stability and allows change and adaptability that galvanize employee commitment (Crawford, 2004). Employees develop an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization and a willingness to exert extra effort on its behalf (Harrison and Spoke; 2007). This theory thus shows that the level of the employees' commitment to their organization is determined by the culture's aspects of team work, open communication and collective decision making. This subsequently becomes an important factor in determining the overall employees' job performance (Kyanyon and Gundu, 2009).

Conceptual review: The key concepts of the study were organisational culture and employee commitment. These are examined in light of Uganda's situation.

Organizational culture: According to (Hofstede, 2001), Organizational culture is that set of beliefs, values, work styles and relationships that distinguish one organization from another. Organizational culture is important in human resource management because it is related to job satisfaction, organizational commitment, productivity, and turnover intention among employees (Lund, 2003; Sims, 2002). Pettigrew (2004) says that organizational culture is composed of

psychological attributes which show how employees think about the organization, and how it effects their decisions. Robbins (2007) gives the major components of organizational Culture which include values such as team work, control systems, organizational structures, power structures symbols, rituals, routines, stories and myths. Control systems are processes in place to monitor what is going on (Tichy, 2010). Organizational structures are reporting lines, hierarchies, and the way that work flows through the organization. Robbins, 2009) defines Power structures as who makes the decisions, how widely spread is power, and on what is power based. According to Bolton et al (2000), Symbols include organizational logos and designs, but also extend to symbols of power such as parking spaces and executive washrooms. Rituals and routines refer to management meetings, board reports that may become more habitual than necessary (Lok& Crawford, 2004). On the other hand stories and myths are build ups about people and events and how message about what is valued within the organization is conveyed. This study was based on three aspects; teamwork, open communication and power structures that relate better to the nature of Uganda Human Rights Commission.

The culture of an organization is very important for the progress of an organization because it impacts on employee commitment and their retention as well. If the culture of an organization is flexible it will provide a working environment to employees in which they may work easily and independently without feeling any burden. (Robbinset 2010) argues that if the employees understand the organizational culture properly, they normally improve their performance so as to take the organization forward.

Levels of organizational culture

Surface Level of Organizational Culture

The surface level of organizational culture is the physical environment, symbols, language and tangible products of the organisation. It is in the

physical environment in which employees interact with each other. The affective environment provides happiness to the employees of organization, which increases the emotional attachment with the organization (George 2009). The organizational affective commitment increases with providing environment in which employees feel better and comfortable to work and employees easily interact with each other in pleasant environment. The ritual and ceremonies conducted by the organization influence the degree of attachment of employees with organization and true narrative stories for new employee encourage his/ her affective commitment. The emotional attachment with the organization is difficult to measure. The effective communication within the organization not only increases the performance of the firm but also enhances the affective commitment toward the organization of employee. Surface level organizational culture enhances their level of confidence regarding their attachment with the organization (Husted, B. W. (2003).

Espoused Values of Organizational Culture

Espoused values are organizational legal values which are compulsory to follow and must be implemented by the leader or manager of an organization. The organizational leader sets the target for employees, emphasizes on its achievement, and allows relaxing time that increases the commitment (Cooper 2003). Organizational culture developed by leadership or executives and espoused values are the aspiration of the leader. The leadership strategies and values decrease the uncertainty of employee and encourage their commitment with the organization (Mowday et al.(2003)). The difference between the individual values and espoused values is necessary for employee to align with mission and strategies of organization (Husted, B. W. (2003).

Basic Assumptions of Organizational Culture

Basic assumptions and values of an organization are thoughts, perception or essence, which makes difficult to leave due to its existence on

unconscious level (Schein 2000). The well-established model of basic assumptions and values regarding organizational attitude helps in developing high degree of commitment of employee with the organization (Lund, (2003), The fundamental pattern of shared values and assumptions build up the employee commitment (Jung J, Su X, Baeza M and Hong S, (2008), The organization can build up the trust of employee with shared values among the employees that establish the basic assumptions and value of organizational culture. These factors improve the motivation and commitment of employee towards organizational goal (Jung J, Su X, Baeza M and Hong S, (2008), Denison (2011) argues that an effective organizational culture builds up high commitment environment that improve organizational performance. The performance of organization through organizational commitment indicates optimized performance (Petty, Beadles, Lowery, Chapman and Connel2014). The cultural assessment gives the opportunity to organization to find out gap between the current and desired culture, which helps the organization in improving commitment (Schein 2010).

The Concept of commitment: Lund, (2003) was the first organisational psychologist to examine the concept of commitment, in terms of industrial and organizational psychology. He defined employee commitment as any activity in which an employee exhibits behaviours showing more interest and commitment (Allport, 2013). The object shown commitment may be a friend, a manager, as well as organizations such as political parties, trade unions, businesses or even a job. Commitment can be directed to work, organisation or values (Karacaoğlu, 2005).

Work Commitment: The term work commitment is employed in both empirical and theoretical studies. Lawler and Hall's (2009) define work commitment as the level at which employment is in the center of one's self. Allport (2013) posits that self-work commitment is a

phenomenon, which increases to the extent that the individual's level of performance affects own self-esteem (Çakır, 2001). In this study, the accepted definition of work commitment is the one made by Awan M, Mahmood. (2010), as the cognitive state related to an individual's psychological identification with own work.

Employee Commitment: Daft, R.L.(2000), defines employee commitment as loyalty of the employee to the organization. Employee commitment shows the willingness to e.g. put best effort for the benefit of the organization, it is the degree of goal and value creation between the organization and its employees, and this is the desire of an employee remains with the organization. Heffernan and Flood (2000), say that commitment is a basic element to achieve organizational goals. Richardo (2001) said that achieving organizational goals and objectives is known as organizational performance. So it's necessary to perform well to get better results. Performance is based on value of commitment of employees.

Dimensions of Commitment: Commitment has different dimensions. Daft, R.L. (2000).) give three dimensions of commitment including compliance, identification and internalization, and moral. Meyer and Allen (1991) established model with affective, continuance and normative commitment. Mayer and Schoorman in (2006) presented model of commitment with value and continuance. In this research, three dimensions of organizational commitment: affective, continuance and normative will be addressed.

Affective commitment is emotional affiliation of employees with the organization (Daft, R.L. (2000). Affective commitment consists of three factors: beliefs, willingness and desire towards the organizational goal (Porter 1974). Mowday (2013) categorized the affective commitment with personal and structural characteristics, job and work experience. Continuance commitment refers to employee's benefits attached with leaving organization or it is investment of employee in the organization. The investment of employee is given at the time of retirements or

emotional attachment with other employees. Normative commitment refers to the obliged feeling of an employee towards organization. It is value of loyalty and responsibility of employee regarding his commitment with the organization (Meyer and Allen 2002).

Levels of employee commitment: There are different levels of employee commitment which are related to the individual's development (Reichers, 2011).

Higher level of employee commitment: A high level of employee commitment is characterized by a strong acceptance of the organization's values and willingness to exert efforts to remain with the organization (Reichers, 1985). Miller (2003, p 73) states that "high employee commitment means identifying with one's employing organization". The "will to stay" suggests that the behavioural tendencies at this level relate closely with affective dimension of commitment, where individuals stay because they want to.

Moderate level of employee commitment: The moderate level of employee commitment is characterized by a reasonable acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization (Reichers, 2012). This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer & Allen, 2010). The individuals stay in the organization because they should do so.

Lower level of employee commitment: The low level of employee commitment is characterized by a lack of neither acceptance of organizational goals and values nor the willingness to exert effort to remain with the organization (Reichers, 1985). An employee who operates on this level must be disillusioned about the organization; such an employee may stay because he or she needs to stay as associated with the continuance dimension

(Meyer & Allen, 2012). Given an option they will leave the organization.

Team Work and Employee Commitment: Team is in fact a working group which has all conditions for a real team and its members are totally committed to each other's promotion and success. This commitment often leads to team development. A team with high executive power specifically performs all actions better than other teams and meets all logical expectations of the members. Teamwork is a mental and emotional preoccupation in individuals in group situations which motivate them to help each other for achieving group goals and to participate in the work responsibility. Teamwork is a tool for increasing working creativity, which implicitly leads to consolidation of job satisfaction, (Schein 2001).

Focus and attention to effectiveness and efficiency of working teams requires teamwork spirit so that members or elements of working teams are able to do team work and team activity, (Bratton *et al.* 2007, 329). The way of interaction and activity of members is important and crucial in success or failure of the teams, thus teamwork culture should be institutionalized in the organization prior to formation and establishment of working teams. Considerable impact of team work culture and group work is such that management scientists regard it as a prerequisite for achieving stable key capabilities in competitive environment of today's world, Kreisman, (2002).

Working team institutionalization is achievable through promotion of team work culture. This would be realized by training and enhancing principles of team work. Thus having these principles and criteria and explaining and implementing them for institutionalization in the minds of employees, workers and executives of the organizations is the main way for achieving efficient and effective working team. Findings indicate that in organizations where team work conditions are provided, their employees have more commitment to their organizations. In addition, findings in this work show that there is

positive correlation between teamwork and organizational commitment of the employees.

In addition, teamwork has direct and significant impact on human capital and organizational commitment. Its implication is that mobilization of actions, knowledge, skills and expertise of all employees in the form of team activities is very crucial in the organizations. Hence, team structures and organizing activities in the form of teams cause commitment and support of the organization by employees, Ambrose, (2012).

Summers (2002) suggested that organizational development has direct and significant effect on human capital and organizational commitment. Thus organizational development by helping members of organizations as well as improving working structures and process may lead to formation of human capital and improvement of organizational commitment. Organizational development by continuous improvement of beliefs and attitudes can increase employees' motivation and tendency to the organizational commitment. In addition, human capital mix has also a positive effect on employee commitment.

Organizational culture, teamwork, and organizational development have a direct and significant impact on employee commitment. Finally findings indicated that human capital has a mediating role between organizational culture, teamwork, organizational development and organizational commitment, Kornberger and Pitsis (2005). Therefore, in order to improve organizational commitment of the employees, the organizational culture should be improved by improving beliefs, norms and values of the organization and also improving teamwork and team conditions.

Schwepker(2001) singled out that organizational culture, team work and organizational development positively and indirectly influence employee commitment through human capital. Therefore, human capital plays a bridge role to connect organizational culture, team work and organizational development and employee commitment.

Open Communication and Employee

Commitment: Communication is argued to be related to organizational commitment conceptually and empirically. Previous studies regarding the relationship between organizational communication and organizational commitment also argued that informal communication of socio-emotional content with proximate colleagues is less strongly related to levels of organizational commitment than the formal bureaucratic communication of management content with superiors (Postmes *et al.* 2001). In these studies, the social-emotional communication was examined only in the horizontal direction. Therefore, it was concluded that horizontal communication is not a strong predictor of organizational commitment. However, the previous studies also suggested that horizontal communication is more related to vertical communication, which is about work, rather than is to organizational commitment (Postmes *et al.* 2001, 238).

Internal communication is operationally defined as the exchange of information both informal and formal between management and employees within the organization. Communications are operationally defined as technology and systems used for sending and receiving messages. Communications may include newsletter, circulation materials, surveys, emails, suggestion boxes etc. Organizational communication focuses on connecting individual employees, groups and organization as a whole to facilitate realization of common interest and spontaneous cooperation (A.S. Hatch 2005) Organisational communication is instrumental in facilitating supportive employees. Organizations are first and foremost communicating entities (Clegg, Kornberger and Pitsis 2005). The study conducted by Watson Wyatt (2007-08) has been quoted by Bill Trahan (2008) shows a strong correlation between effective employee communication and superior organizational performance.

The management can bring the employee commitment to organization by improving the quality of communication. Communication satisfaction implies effective response to the fulfillment of expectations in message exchange processes and which translate into an enjoyable, fulfilling experience. Muller and Lee, (2002). Heron in 1942 wrote “sharing information with employees and added goals, attitudes, and criteria for effective communication”. He is most known for introducing the new world of organizational communication to implementing two-way communication between employees and management and encouraging an environment of open and honest communication. The current study focuses on the effect of social-emotional-oriented communication in both the horizontal and vertical direction on work-oriented communication and organizational commitment, and tests if work-oriented communication is a strong predictor of organizational commitment.

Social-emotional-oriented communication in this study is considered to be all communication with co-workers that is not directly related to work. In other words, it is the communication with non-work related content. It does not necessarily take place at the workplace, and thus includes communication outside of work. Moreover, it should be clarified that, in contrast to previous studies, the two kinds of communication in the current study are not divided according to the channels used-formal or informal. “communication process that follows an organization’s chain of command” (Bratton *et al.* 2007, 329), while an informal channel, which is described as a “communication process that follows unofficial means of communication, sometimes called ‘the grapevine’, usually based on social relations”, can also be about work (Bratton *et al.* 2007, 329). However, talks that are not related to work are usually transmitted through informal channels. In the current study, the line between different kinds of communication among employees at the same or different levels is only drawn according to the

content. For example, complaints about work or about the job performance of a co-worker at the workplace are considered as work-oriented communication. Additionally, the communication in the current study will be measured both in terms of the perceived quality and quantity.

Furthermore, other researchers have also explored the relationship between communication and commitment. For instance, Trombetta's research (2007) revealed that organizational communication, which was measured in the dimensions of information adequacy, communication openness and decision participation, affects organizational commitment, while job satisfaction does not affect organizational commitment. Summers (2002) suggested that organizational commitment could be enhanced by clear communication about organizational intentions, activities, and performance, a sense of cohesion among employees. Steers (2009) argued that adequate task-related information and positive information regarding an organization's ability to provide challenging and meaningful tasks are positively related to organizational commitment. In Allen’s research (2013), it is found that the employees’ perceptions of the communication relationship between top management and employees and the perceptions of the quality of top management's communication and superior-subordinate communication are strongly linked to organizational commitment. Gorden and Infante (2002) showed that the employees with less perceived freedom of speech in the organization have less organizational commitment and are less satisfied with the work, the supervisors, and the organization skills can enhance the employees’ organizational commitment (Bambacas and Patrickson 2008). The link between communication and organizational commitment is also related to several other areas of study. Previous research on leadership behavior, formal and informal organizational communication, workplace relationships, relationship maintenance

communication, emotion at the workplace (for more about these see, for instance, Brown 2003; Miller 2009) and so forth, has, to some extent, examined the effects of communication on both organizations and individuals, which is relevant for the current study. For instance, Madlock and Booth-Butterfield (2008) suggested that when employees apply relational maintenance strategies to communicate with fellow co-workers, the relationships can be retained and enhanced. Moreover, among the five factors of such a maintenance strategy, sharing tasks (performing one's responsibilities) and positivity (interacting with co-workers in a cheerful, uncritical manner) were identified as the strongest predictors of employee job satisfaction, communication satisfaction, organizational commitment, and work alienation.

However, the current study focuses on communication's direct role in the process of improving organizational outcomes rather than the effect of other variables, such as workplace relationships, on organizational outcomes. It is not the concern of this study to investigate whether or not the communication between employees within and outside the workplace builds friendships in an organization, or how job satisfaction affects the process. Instead, the current study examines the direct relationship between communication and organizational commitment. In other words, the mediated and indirect effects of communication on commitment are also not considerations of the current study. Although the focus is the relationship between communication among employees and organizational commitment, the findings of the research presented above that focused on other variables can be helpful for explaining the findings of the current study Allen's research (2013).

In the context of an organization, members gather, send, and interpret relevant information about the organization and the changes occurring within the organization (Kreps 2014, 11-12). This process is organizational

communication. Through communication the sender transmits message to the receiver verbally or nonverbally. However, communication is not only about imparting a message but also involves understanding of its meaning. It is inarguable that an idea without a successful transmission and correct understanding, no matter how great it is, is useless (Robbinset 2010, 288). Perfect communication is when the receiver understands exactly what the sender wants to express. However, in reality, in an organization, there are many reasons restraining perfect communication. Some of the reasons will be presented in the current chapter later.

Previous studies have demonstrated that there is a relationship between the quality of communication and total performance in organizations (Tubbs and Moss 2008, 496). Lack of effective communication is one of the most inhibiting factors of successful organizational performance (Robbins *et al.* 2010). For instance, communication helps members in the organization to discuss relevant organizational issues and generate and share information for creating ideas and making decisions, so that both the organizational and individual goals are achieved. Members transmit commands, inform each other of changes, and coordinate to resolve problems and help each other with improvements.

The literature reveals that organizational communication has an effect on work commitment in a very similar way. For example, Carriere and Bourque (2009) express that satisfaction from organizational communication is an intermediate variable in influencing work commitment. Chen *et al.* (2006) find that in organizations where organizational communication is more continuous and open, work commitment is higher.

Leiter and Maslach (2002), who consider organizational communication in the form of communication networks, find that subordinates who show a similar degree of work commitment, tend to establish communication

networks among themselves and that negative superior-subordinate relationship reduces work commitment seriously. There are, however, some studies that cannot find a relationship between organizational communication and commitment. An example is the one that belongs to Trombetta and Rogers (2001) revealing that organizational communication affects job satisfaction but has no influence on work commitment.

Barnlund (2008) explains that communication is the exchange process in which the parties send and receive messages simultaneously. Despite these different definitions, the main point in communication lies within *sharing*. It is, therefore, the process of sharing emotions, thoughts and information between two or more parties and thus, uncovering common meanings (Karakütük, 2011). After this brief introduction to communication, it would be appropriate to revert to the concept of organizational communication. Organizational communication denotes the communication occurring in organizational environment and the main objectives thereof are to communicate organizational policies, establish a continuous coordination among organizational members, solve the organizational problems and share information (Karakütük, 2011).

According to Conrad (2009) the functions of organizational communication can be summarized as: the command function, the relational function, and the ambiguity-management function. The command function is that communication helps people to give and receive orders, and then act on these orders. It allows interdependent members in the organization to coordinate to accomplish the overall organizational goals (Conrad 2009). The relational function of communication allows people to develop and maintain personal relationships with others in the organization (Conrad 1985). In addition, since the work group is the primary source for social interaction for many people, communication provides them with a way to express emotions and feelings and

fulfill their social needs (Scott and Mitchell 2014). The ambiguity-management function is that communication deals with and reduces the unclearness and uncertainty in organizations. People talk, interpret, and make sense of new situations, so that everyone understands correctly. As a result of better understanding of different situations people can predict situations, make decisions, and direct their actions (Kreps 2004). Effective communication is essential for accomplishing tasks in organizations.

Organizational psychologists have been wrestling with the question of the relationship between communication styles and employees' commitment (Buchanan, 2006). Katzell and Thompson, 1990) reveal that some researchers have put a considerable amount of effort in attempting to demonstrate that the two are relatively linked. Overtime individuals have revealed that poor communication styles in a work environment leads to frustration from collision and confusion which winds up in loss of commitment by the workers.

According to Robbins and Coulter (2005) any communication that takes place within a prescribed organizational work arrangement would be classified as formal. Members are supposed to communicate with each other strictly as per the channels in the structure. Formal communication in an organization follows an organization's "chain of command" (Bratton *et al.* 2007). Greenberg and Baron (2008) explain that formal communication follows a formally prescribed pattern of interrelationships existing between the various units of an organization. This is important in maintaining and establishing sound interpersonal relationships among staff (Khemlani, 2008). Therefore, the level of commitment employees have is to an extent influenced by the formal communication of the organization.

Robbins and Coulter (2005) explain that formal communication helps maintain constant relations among the superiors and subordinates which helps to keep the dignity of the line superiors, to control the subordinates and fix responsibility

which is absolutely needed for effective and successful control like work timetables and duty programs. In this type of communication, the source of information can be easily located. According to Mullins (2010) the level of interaction among members of a group or team is influenced by the structuring of channels of communication. Even with limitations of the communication style, Mullins (2010) asserts that there are great implications for a manager. No one pattern is likely to be effective for a range of given problems. This study draws attention on the part of the manager's job that is to ensure the most appropriate communication style for the commitment of a given task. Ross (2011) suggests that styles need to include looking for new and different ways to solve problems for employees and clients as well as institutional processes.

Power structures and Employee Commitment

Greenberg and Baron (2008) say that power structures provide a way in which strategic decisions are made to enhance effective organizational performance. Power structures in the organisation include the processes in place to monitor what is going on, reporting lines, hierarchies, and the way that work flows through the Organisation. Power structures also indicate who makes the decisions, how widely spread is power, and on what is power based. According to Conrad (2009), power structures can increase employees' commitment. Power structures of the organization that , accept the rules and regulations on which it operates both in practice and in spirit, and develop a broader consciousness beyond simple delivery of returns to its shareholders, develop more commitment in employees. Coulter (2005), also indicates that power structures can stimulate organizational commitment when they promote a shared, articulated, values, beliefs, and behaviours that contribute to the unique social and psychological environment of an organization. Power structures can be like glue that guides employee behaviour and shapes organizational decision-making (Haberberg&Rieple, 2008).

Conclusion and research gaps

Conclusion: Every employee working in the organization has his own norms and values and different belief towards organization where he/she works. Organizational culture has strong and deep impact on the commitment of the employees that helps employees to be satisfied themselves with organization and that can cause an improvement in the productivity of employees. As the organizational culture impacts positively or negatively on employee commitment and considered as the base for performance of any organization. If the organizational culture is positive, it will enhance employee's commitment, and retention, automatically the performance will increase.

Research Gaps: Many studies exist on the relationship between organizational culture and commitment; most of them have been done in developed countries and especially in business organisations. Fewer studies exist on the relationship between organisation's culture and employee commitment in organisations in Uganda. Specifically no study has been done to explore this relationship in public institutions in Uganda. It is likely there is a significant difference in the influence of organisational culture on commitment between business and public organisations. Studies do not show aspects of organisational culture that strongly influence employee commitment in public organisations. The aspects of employee commitment that are influenced are also not clear. So, public organisations do not have information on what aspects of organisational culture they should promote to improve employee commitment and their organisation effectiveness. A study is needed on these issues.

Methodology: The techniques that were used to collect and analyze data are addressed below. It describes the research design, study population, sample size and selection and sampling techniques. The methods and instruments that were used to collect data, data quality control and data analysis methods are explained.

Research Design: Research design refers to perception about the research question and appropriate methods to collect data and analyse data on it (Mugenda and Mugenda, 2003). The study employed a cross-sectional survey design. Data was collected from a variety of categories of respondents in a short period of time with the aim of quantifying certain factual information so as to establish a relationship between variables. The study employed both quantitative and qualitative methods. Quantitative research methods were used because they enable a structured statistical measurement of variables (Trochim, 2006). Qualitative methods were used so as to collect in-depth information on the research variables and this enabled triangulation of the data collected so as to increase its validity (Ary, and Razavieh, 2002). Mugenda and Mugenda (1999) state that the advantage of using both methods of data collection and analysis is that, they supplement each other which eliminates inherent from each of them. Data was collected using a questionnaire and a key informant interview guide. Quantitative data was analyzed using statistical methods.

Area of the Study: The study was carried out at Uganda Human Rights Commission not only out of curiosity but also because of the availability of a big number of staff providing a good target population and ease of access to relevant information. The UHRC was established by the 1995 Constitution, Article 51. Its mandate, mission and objectives are found under the Bill of Rights in Chapter four of the Constitution in Article 52. This organisation was established based on the Paris guidelines that require each nation to have a national human rights watch institution. This Commission is currently headed by a Chairperson, Mr. Med S.K Kaggwa and other commissioners appointed by the President with the approval of Parliament. UHRC is currently managed by seven commissioners. The Chairperson and Members of the Commission have to be persons of high moral character and proven integrity. They serve for a period of six years and are eligible for re-appointment.

Population: The population of the study comprised of all substantive employees of Uganda human rights commission. The commission has a total of 168 substantive employees (UHRC Annual Report, 2014). These included 1 chairperson, 5 Directors, 1 Secretary, 5 Commissioners, 6 Regional heads, 8 Unit Heads and 142 Employees. Hence the target population was 168.

Sample determination: The Krejcie and Morgan (1970) guide was used to determine the random sample while the non-random sample was determined using saturation point. The sample selection procedure is summarized in the tables below.

Table 3.1 Population, sample and sampling strategies

Category	Population	Actual Sample	Sampling strategy
Random Sample			
Commission employees	142*	94	Simple random
Non-Random Sample			
Commission top management	26*	8	Purposive
Total	168	102	

* UHRC Annual Report, 2014

** Krejcie and Morgan (1970)

The previous table shows that the sample was 102 respondents, 94 respondents for Random sampling and 8 respondents for non-random sample. This was because 9 questionnaires were not well completed and so were not included in the data analysis. The random sample included general employees. The nonrandom sample included; Directors, the Secretary, commissioners, Regional heads and Unit Heads. The final sample size for the nonrandom sample of managers was determined during data collection using saturation and it was 10 respondents. In case of the non-random sample, the researcher collected data from available respondents until no new information was being received. Therefore, the total sample was 102 respondents.

Sampling Techniques and Procedure: Both random and non-random sampling techniques were used to select a representative sample. Random sampling strategies gave every individual in the population a chance to be part of the sample. This reduced bias and increased the representativeness of the sample. On the other hand, Amin (2005) says that non-random sampling strategies enable the researcher to select respondents who have the information. Stratified random sampling was used to select employees. This method was used in order to give more respondents in the population a chance of being part of the sample. This technique also increased representatives that enabled collection of a cross section of data. Purposive sampling was used to select top management. This sampling method was used for this sub sample in order to collect in-depth responses from respondents who were well informed about the research problem.

Data Collection Methods: Data was collected from primary sources. Survey methods were used. A structured survey questionnaire and Key informant interviews were used to collect data. Following the advise of Bush and Ortinau (2000), the questionnaire had items derived from the study objectives and Likert scale responses. In-depth key informant interviews were used to collect data from top management. This method was preferred because it enabled collection of reliable, in-depth information. The real opinions of the respondents on the research problem were sought. Using appropriate probing, the researcher sought detailed information that is relevant to the research questions (Enon, 1998).

Data Collection Instruments

Structured questionnaire for Commission Employees:

A structured questionnaire was used to collect quantitative data from Commission employees. The questionnaire had structured items. Structured questions were used because they allow the collection of specific data. Using questionnaires allowed respondents some time to reflect on answers to avoid hasty responses

(Mugenda and Mugenda, 1990). This contributed to accuracy of data collected. The questionnaire was also appropriate because respondents were given opportunity to choose when to answer the target questions without panic. Since some of the target respondents would be busy doing their work, interviews were not practical, so questionnaires would enable them participate in the study.

Section A of the questionnaire measured the demographic variables of the respondents. The demographic variables that were measured included; gender, education and years worked in the organisation. Section B measured team spirit, section C measured open communication, and Section D measured Power structures. On the other hand, section D measured employee commitment. New scales were constructed for these items following Saunders *et al.*'s (2003) steps. The construction of new scales was necessitated by the non-availability of scales for measuring the study variables in Uganda. For all items in sections B and E the respondents responded on a five-point Likert scale on which 1 represented 'strongly disagree' and 5 'strongly agree'.

Interview guide for Commission managers:

An interview guide was used to collect in-depth information from top management, who were selected from among the chairperson, commissioners, the secretary of the commission, regional and unit heads. Interviews were used because the study targeted the respondents' real opinions on the research problems. The interview questions focused on the major themes of the study.

Validity and Reliability of Instruments:

In order to collect reliable and valid data, the researcher ensured that credible instruments are used. Credible research instruments are required to be reliable and valid. Besides, they should be easy to complete so that the respondents are motivated to provide honest responses. Instruments were pre-tested to ensure their reliability. Pre-testing was also carried out in order to identify any ambiguities and

inadequacies so that they are corrected (Amin, 2005).

Validity: To ensure validity of data collected, clarity and consistency of the instruments was analysed. The items found vague were eliminated or rephrased. Any ambiguities, misunderstanding and inadequacies were eliminated (Amin, 2005). With regard to face validity, the words that were used in the instruments were simple, clear and related to the research problem. Complicated terminology was eliminated from the questionnaire. Besides, the instrument was made easier to complete and the total time needed to complete it was reduced from 17 to 10 minutes. With regard to content validity, the supervisors evaluated the instruments. The items in the instruments were evaluated by ticking the items that were relevant and crossing out those that were not relevant. A content validity test was then used to establish the validity of the instruments. The CVI was measured using the formula: Content validity index (CVI) = Number of items declared relevant /Total number of item. The results are presented in the table below. The average content validity index for the questionnaire was 0.81 and that of the interview guide was 0.80. As recommended by Kathari, (2003) and Amin (2005), the CVIs for all the instruments should be above 0.7, a value recommended for research instruments.

Table 3.2 Showing Content validity index (CVI) for instruments

Expert	Content validity index	
	Questionnaire	Interview guide
Supervisor 1	0.83	0.80
Supervisor 2	0.80	0.79
Average	0.81	0.80

Source: Pilot data

Reliability: Data was entered for Pre-testing and re-testing in the Statistical Package for Social Sciences (SPSS). Cronbach’s alpha coefficients of reliability (Cronbach, 1951) were calculated (see formula in appendix). All sub scales of

team spirit, ($\alpha=.812$), open communication ($\alpha=.716$), power structures ($\alpha =.721$) and employee commitment, ($\alpha=.734$), were above Cronbach’s alpha value of 0.70 as recommended by (Ahuja, 2005) and, therefore, considered satisfactory (see Table 3.2).

Table 3.3 Reliability coefficient (Cronbach’s alpha) for each variable

Variable	No. of Items	Alphas(α)
Team work	7	0.812
Open communication	7	0.716
Power structures	7	0.721
Employee commitment	10	0.734

Source: Pilot data

Procedure of Data Collection: The researcher first constructed the instruments and gave them to the supervisor for approval. The supervisor ascertained the face validity and clarity of the instruments. Changes were made as recommended by the supervisor. After the approval, the researcher went out in the field. Using the authority letter from the university, the researcher introduced himself to the relevant officials at the organisation. The researcher assured the respondents of confidentiality in relation to the information they provided. He then distributed the questionnaires to the selected respondents and collected them after two weeks. Interviews were conducted on the same day questionnaires were collected.

Data Analysis

Quantitative data analysis:

Quantitative data analysis was done at different levels, namely univariate and bivariate. The data analysis at univariate level was based on descriptive statistics, specifically frequencies, percentages, the mean and standard deviation. Pearson correlation was used to establish the strength and direction of the relationships between the independent variables and the dependent variable. Simple liner regression was done to establish the contribution of the independent variable to the dependent.

Regression measured and indicated the specific contribution of the independent variable to the dependent variable.

The quantitative responses given by each of the respondents in sections B and E were summed up to convert ordinal measurement into a continuous scale to make bivariate analysis possible. Higher scores on each of the two scales indicated higher levels of the variables in the sample.

Qualitative data analysis: Content Analysis was used to analyse qualitative data using methods adopted from Mugenda (2005). Mugenda (2005), advises that data should be first coded into sub-themes and categorised into themes and used to give credence to qualitative findings. Concepts were classified according to their probable causes and effects. The intensity with which certain words are used was ascertained. This enabled the researcher to establish why something was said, which subsequently lead to understanding respondents' perceptions and beliefs. Further, responses from the interview with participants were classified and recorded according to frequency of their ideas or concept. The frequency of concepts showed the measure of direction or bias in data interpretation (Trochim, 2006).

Ethical Considerations: The issue of ethics is an important consideration in research that involves human subjects (Cooper & Schindler, 2010). Research ethics is appropriate behaviour of a researcher relative to the norms of society (Zikmund, 2010). This research considered ethical factors in a number of ways. Participation in the research was voluntary, and research participants were given the right to withdraw at any time of their choice in case they felt uncomfortable with the research procedure. In addition to this, the researcher discussed the intended data collection period with the respondents before the questionnaire administration started. The researcher also assured the respondents that anonymity and confidentiality would be maintained and guaranteed.

Presentation, Analysis and Interpretation of Findings:

The study findings are which set out to examine the relationship between of organizational culture and employee commitment in Uganda Human Rights Commission are analyzed and addressed below. Frequency counts and %ages were run to determine demographic characteristics (gender, education and tenure) of respondents. Descriptive statistics were used to establish the levels of the independent and dependent variables. Simple linear regression analysis verified the independent variables that significantly contribute to variations in employee commitment. The findings are presented in three parts in relation to the study objectives.

The study was guided by the following objectives:

- To establish the relationship between team work and employee commitment at Uganda Human Rights Commission.
- To establish the relationship between open communication and employee commitment at Uganda Human Rights Commission.
- To establish the relationship between power structures and employee commitment at Uganda Human Rights Commission.

Demographic data of respondents

In the study, the researcher collected demographic information on respondents that were then used to explain the findings.

Table 4.1 Demographic data of Respondents (N=94)

Gender	F	%
Male	67	71.3
Female	27	28.7
Education		
PHD	2	2.1
Masters	6	6.3
Bachelor's Degree	57	60.6
Diploma	26	27.7
Certificate	3	3.2
Years worked in organization		
<=5 years	23	24.5
6-10 years	54	57.4
>10 years	17	18.1

The findings in the preceding table show that with regard to gender, the majority (71.3 %) was male and 28.7 % were female. Therefore the views of both gender were represented and there was no difference in the findings due gender, As far as education is concerned, the majority (60.6 %) had bachelor’s degrees, followed by 27.7 % who had diplomas and then by 6.3 % who had masters, then by 3.2 % who had certificate education and finally by 2.1% who had PHDS . This implies that respondents were educated enough to understand issues related to the research question and hence were able to give reliable responses. Also the views of all categories of respondents were collected. As far as years the they had worked in the organization is concerned, the majority(57.4 %) , had worked for 6-10 years followed by those who had worked for 5 years(24.5 %) and below and finally by those who had worked for above ten years(18.1 %). Generally employees had worked long enough for the organization to be able to have a good understanding of its human management practices. So were able to provide reliable information.

Descriptive Statistics of Study Variables:

Scores on each variable were calculated. Scores were derived by summing up the numbers representing the responses on each of the items measuring the variable, following a techno recommended as recommended by Mugenda (2005). This turned the scale on which the variables were measured from nominal to ordinal that enabled both descriptive and inferential quantitative analysis (zikumund, 2000). The mean scores and standard deviations of the variables were calculated and the scores were used to do regression analysis. All the three independent variables were measured on a scale of 7 to 35. The dependent variable was measured on a scale of 10 to 100. Findings are shown in the table below. The mean response was calculated by the mean of the numbers representing the responses that were ticked.

Table 4.2 Descriptive statistics (N=94)

Variables	Mean	SD	Mean response	Rating
Team work	27.7	1.4	4.3	Agree
Open communication	28..5	2.0	4.5	Strongly Agree
Power structures	19.1	2.1	3.1	Undecided
Employee commitment	36.3	1.5	3.6	Agree

The findings displayed in the previous table show that the mean for team work was 27.7 (SD=1.4) with a mean response of 4.3. This implies that respondents generally agreed that work is done through teams, successes have been reached by UHRC through team work and team has increased cohesion, commitment and enthusiasm among employees. The mean score for open communication was 28.5 (SD= 2.0) with a mean response of 4.5. Respondents strongly agreed that Information pertaining to work and organisation activities was open to all and employees were encouraged to bring new information to the attention of everyone concerned. The mean score for power structures was 19.1 (SD=2.1), with a mean response of 3.1.This implies that respondents were undecided on whether the values of the organisation promote free participation by all in decision making, mission accomplishment more important than power hierarchies, headship is used to motivate employees to better performance, power is in teams and departments instead of top management. The mean score for employee commitment 36.3(SD=1.4. Hence descriptive findings indicate high and positive values on team work and open communication and employee commitment. This, points to a positive relationship between the independent variables and the dependent variable. This fact was explored using Pearson correlation and regression analysis in the sections below.

Pearson correlation confidents of the study variables

Pearson correlation coefficients were calculated among the study variables before regression was done. The findings are shown in the table below.

Table 4.3 Correlation Matrix of study variables

Parameters	Team work	Communication	Power structures	Commitment
Teamwork	1	.417*	-.543*	.612*
		.000	.000	.000
Communication		1	.613*	.731*
			.000	.000
Power structures			1	.442
			.000	.000
Commitment				1

* Correlation is significant at the 0.05 level (2-tailed).

The findings in the table above show that there were positive relationships between the independent variables and the dependent variables. The correlation between teamwork and commitment was $r=.612$, that between communication and commitment was $r=.731$ and one between power structures and commitment was $r=.442$. Hence, this finding implies that as the independent variables increase or improve, the dependent variable also improves. Therefore, the independent variables were strong predictors of the dependent variable. This conclusion was explored using simple regression.

The relationship between team work and employee commitment at Uganda Human Rights Commission.

The first objective of the study was to analyze the relationship between team work and employee commitment the in UHRC. Simple Liner regression was done to achieve this objective. Scores on team work were regressed

on employee commitment. The findings are shown in the table below.

Table 4.4 Regression Results of Team work and Employee commitment

R	R ²	Ad R ²	B	Beta	Fstat	Sig.
0.61	.372	.370	1.9	.61	201.2	.002*

*Values significant at 0.05 level (2-tailed).

Predictor: Team work, Dependent variable: employee commitment (Source: Primary Data)

From the regression model summary in the previous table, the correlation (linear relationship) between employee commitment (dependent variable) and team work is indicated by $r= 0.61$, reflecting a strong positive relationship between the two variables. The relationship was significant at $p\text{-value} < 0.05$. This implies that, team work is positively related to employee commitment. Working through teams , successes being attributed to team work and team , cohesion , commitment and enthusiasm among employees, increases employee commitment. The results of the regression model indicated an adjusted R-square of 0.370. This implies that on average, 37 % influence of team work could lead to an improvement in employee commitment of UHRC.

Interviews with key informants also agreed with this conclusion. Key informants indicated that team work has significantly enabled UHRC to accomplish her tasks. A commissioner in charge of abuse mitigation said “given the nature of their tasks they would not have achieved so much without team work”. The head of legal affairs Unit at head office said , that “*human rights issues are so diverse that completing a case can only be achieved by more than one officer, so through team work*”. A unit head from Arua said, “*getting evidences of human rights violations from state operatives requires a reach team*”. The secretary of the commission finally added, “*Values that promote team instead of individual accomplishment have made UHRC an effective organization*”.

The relationship between open communication and employee commitment at Uganda Human Rights Commission.

The second objective of the study was to assess the effect of open communication on employee commitment in UHRC. To achieve this objective, Simple Liner regression was done .Open communication scores were regressed on employee commitment. The findings are presented in the table below.

Table 4.5 Regression Results of open communication and employee commitment

R	R ²	Ad R ²	B	Bet a	Fstasti c	Sig.
0.73	.534	.531	1.030	.73	86.3	.003*

*Values significant at 0.05 level (2-tailed)

Predictor: Open communication, Dependent variable: employee commitment (Source: Primary Data)

From the regression model summary in the preceding table, the correlation between open communication and employee commitment was $r = 0.73$. This implies that open communication strongly and positively related to employee commitment. This means that. If information pertaining to work and organization activities is open to all and employees are encouraged to bring new information to the attention of every one concerned, it can therefore significantly improve employee performance. The results of the regression model indicated an adjusted R-square of 0.531 hence 53.2 % influence. This implies that on average, open communication leads to an increase in the level of employee commitment.

The views of key informants on these issues were also explored through Interviews. The respondents also indicated good and open internal communication in UHRC. The regional head for Gulu said, *“Transparency is one of the core values of UHRC”*. The organisation ensures this by ensuring that all employees have access to documents they need. A unit head in Kampala regional office intimated, *“UHRC is open and clear in their work”*.

The assistant head of Kampala regional office added that leaders in UHRC do not *“just start with their goals in mind and steer the group in that direction”*. Effective communication promoted by leaders promotes employees’ *“access to more and better information and ideas”*. The head of Mbarara region said that UHRC ensures that all employees have the *“information they need to contribute a wealth of information, as well as a variety of perspectives”*. As a result, the solutions they arrive at have been better than those developed in a vacuum.

The relationship between power structures and employee commitment at Uganda Human Rights Commission

Simple Liner regression was done to establish the effect of Power structures on employee commitment. Scores on Power structures were regressed on scores employee commitment. The findings are shown in the table below.

Table 4.6 Regression Results of the influence of Power structures on Employee commitment

R	R ²	Ad R ²	B	Bet a	F Statisti c	Sig.
0.44	.193	.192	0.040	.44	431.4	.04*

(Source: Primary Data)

*Values significant at 0.05 level (2-tailed)

Predictor: Power structures, Dependent variable: employee commitment

The results of the regression in the previous Table show that the correlation (linear relationship) between Power structures and employee commitment is $r = 0.44$, $p < 0.05$. This implies that, having organisational values that promote free participation by all in decision making, mission accomplishment being more important than power hierarchies, headship being used to motivate employees to better performance and power being in teams and departments instead of top management promotes employee commitment. The results of the regression analysis indicated an adjusted R-

square of 0.192 hence 19.2 % influence. This implies that flexible Power structures are significant in and could increase employee commitment by 19.2 %.

The views of key informants on the influence of Power structures on employee commitment were also explored. The findings reveal that Power structures in UHCR are hierarchical and are not very supportive of free employee participation in the running of the organisation and decision making. The head of human resources in Kampala office said, *“Employees have bosses and as subordinates they are supposed to whole heartedly follow their leaders”*. A unit head intimated that the *“heads and managers make*

decision that subordinates must follow”. Hence implies that in UHRC power is in the heads of departments and top management instead of being in teams.

The overall relationship between the independent variables and the dependent Variable

The researcher finally investigated the combined influence of the three aspects of organisational culture on employee commitment; a multiple regression test was run. The three sub variables making up organisational culture; team work, open communication, power structures were regressed with employee commitment.

Table 4.7 Multiple Regression Results of Organization Structure (Team Work, Open Communication, Power Structures) Vs Employee Commitment

Model	Unstandardised	Standardized			
Coefficients			coefficients		
	B	Std. Error	Beta	t	Sig.
1 (constant)	7.836	5.103	1.732	0.023	
Team work	0.540	0.092	0.481	2.590	0.002
Open communication	0.329	0.025	0.343	1.185	0.030
Power structures	0.628	0.169	0.311	2.538	0.022

Dependent Variable: Employee engagement; F = 163.918; R square Adjusted = 76.2%

The multiple regression summaries in the above table shows that the adjusted r^2 for the study variables was $r^2 = .762$. This implies that team work, open communication, power structures can predict 76.2% of employee commitment. This confirms that team work, open communication, power structures lead to an improvement in employee commitment in UHRC. Hence organisational culture is a significant in determining the level of employee commitment in public organisations. Therefore, organisational culture can be used to improve the low employee commitment in public organisations in Uganda.

Discussion, Conclusions and Recommendations: This chapter presents a discussion, conclusion and recommendations of

the study that examined the relationship between organizational culture and employee commitment in Uganda Human Rights Commission. A discussion of the findings is presented first, objective by objective.

Discussion

The relationship between Team work and Employee Commitment: The findings have indicated that there was a high level of Team work in UHRC ($r=0.61$ and Adjusted $r^2=.37$) employee job commitment. Teams work hard to speed up compilation of needed information. There was better and quick problem solving among teams and boldness needed in managing human rights issues. This finding agree with that of Schein (2001) who said team work enables conflicts to be promptly addressed to keep work moving forward. Bratton *et al.* (2007), add that team work results into open

process operations which encourages discussion and dialogue. This eventually promotes commitment and effectiveness among employees. Also team work increased a sense of ownership of the organization in all categories of employees. This strengthened their commitment to the common purpose and promoted more involvement in implementation. As indicated by Kreisman, (2002), employees were willing to take responsibility for implementing the group's action plan, because they were part of developing it. Therefore the findings mean that UHRC can successfully use teamwork in order to boost the commitment of staff to the organisation

The relationship between open communication and Employee commitment:

The second objective of the study was to examine the influence of open communication on employee commitment. The findings have revealed that that UHRC had good open communication and it positively ($r=0.73$ and Adjusted $r^2=0.531$) affects employee commitment .Open communication promoted accurate understanding of organization operations and employee roles (Khemlani, 2008). Higher employee commitment resulted from getting everyone having good knowledge of organisation performance goals. This was achieved through regular departmental and manager- employee meetings (Ross, 2011). More creative approaches to problem solving were developed and implemented .Open information sharing, resulting from free communication also nurtured collaborative problem-solving and decision-making (Robbins & Coulter, 2005). When collaborative problem-solving exists, it is the group that considers the problem, decides what to do, and counts on the leader to help them focus their effort. The leaders in UHRC do not just start with their goals in mind and steer the group in that direction. Through open communication, the end results were worked out among all the participants. Effective communication promoted employees' access to more and better

information and ideas. This enables employees to contribute a wealth of information, as well as a variety of perspectives. As a result, the solutions they arrive at are likely to be better than those developed in a vacuum, or by only a small number of people. This results into more cohesion among employees and promotes employee commitment (Mullins, 2010). Therefore, the level of commitment employees have is to an extent influenced by the formal communication of the organization.

The relationship between Power structures and Employee commitment:

The third objective of the study was to assess the effect of power structures on employee commitment. The findings have revealed that power structures in UHRC are more hierarchical though positively contributed to ($r 0.44$ and Adjusted $r^2 =0.192$) employee commitment. It is evident that UHRC follows the traditional hierarchical power structure. Decision making lays in the hands of top management and heads of departments. This implies that power hierarchies are more important than mission accomplishment. Hence headship is used to ensure task accomplishment instead of motivating employees to better performance. Power is more enshrined in managers and administrators. Hence, there was less encouraging of equal participation in decision making across all levels of employees so as to promote employee commitment and autonomy. Yet according to Baron (2008), this autonomy and effective employee participation in leadership results into higher job commitment and work performance. This can negatively affect effective solutions to organisation's problems since, Conrad (2009) shows that the best idea of a team approach to problem solving leads to higher employee commitment and effective service delivery.

Hence, leaders in UHRC did not encourage equal participation across all levels of employees. This affects commitment and autonomy. Coulter (2005), also indicates that power structures can stimulate organizational commitment when they promote a shared,

articulated, values, beliefs, and behaviours that contribute to the unique social and psychological environment of an organization. Power structures can be like glue that guides employee behaviour and shapes organizational decision-making (Haberberg & Rieple, 2008).

Conclusion

The findings have indicated that team work, open communication and power structures are significant in employee commitment and subsequently lead to goals and mission achievement of UHRC. These three aspects strengthen employee commitment to their assignments and organizational goals. This has subsequently increased organizational effectiveness. The organization has been able to complete a number of human rights cases most of which have been against central government. Hence organizational culture is a significant factor in determining the level of employee commitment in public organizations. Therefore, organizational culture can be used to improve the low employee commitment in public organizations in Uganda.

Recommendations

In view of the findings, the following recommends were made:

- It was evident that the organization did not have government guidelines for developing organization culture that can improve employee commitment. There is need to have more formal guideline for a culture of team building in public institutions in Uganda in order to boost commitment.
- An internal communication policy for public organisations should also be made to avoid controversies and conflicts in who communicates what. Because this will quicken information flow and involvement thereby positively contributing to commitment.
- A model of organisational culture that allows flexible power structures in all public institutions should be investigated and tried, before being nationalised because this will help to reduce the bureaucracies which are

characterizing most of the public institutions in Uganda.

- Guidelines on working as teams should be made by line ministries in central government for all organizations under their oversight because through teamwork better results can be achieved.
- The culture of teamwork, Open communication and flexible power structures should be promoted in public institutions in Uganda so as to increase their effectiveness.

Areas for Further Research

The researcher recommends that further research should be carried out on in the following areas:

- Organizational policy and employee commitment in public institutions. This is because such policies in relation to performance appraisal, promotions and pay structures tend to interfere with commitment levels among staff.

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