



## The nexus between organizational culture, organizational commitment and employee performance: Evidence from the public sector

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### Abstract

**Purpose:** The study examines how organizational culture shapes corporate performance in selected financial institutions in South Sudan. It focuses on three key cultural dimensions: adaptability, mission clarity, and employee involvement.

**Methodology/Design:** A quantitative cross-sectional design was used. Data were collected from 200 managerial staff across banks, microfinance institutions, and insurance firms using a structured questionnaire. The analysis included descriptive statistics, correlation tests, and multiple regression. Reliability and validity were confirmed through Cronbach's alpha and expert review.

**Findings:** Results show that all three cultural dimensions have a positive and significant link with performance. Adaptability ( $\beta=0.38$ ,  $p<0.001$ ), mission clarity ( $\beta=0.42$ ,  $p<0.001$ ), and involvement ( $\beta=0.29$ ,  $p<0.01$ ) each contribute to better financial and operational outcomes.

**Implications:** Strengthening these cultural traits can help institutions improve service delivery, staff commitment, and strategic focus.

**Originality/Value:** This study offers early empirical evidence from South Sudan and supports Denison's and Contingency Theory within a fragile financial environment.

**Keywords:** Organizational culture, corporate performance, mission clarity, adaptability, employee involvement, financial institutions, South Sudan

### Introduction

The performance of public sector organisations has increasingly become a focal point for scholars and practitioners seeking to enhance service delivery, accountability, and institutional effectiveness. Central to this quest are the constructs of organisational culture, organisational commitment and employee performance, three interlinked dimensions that underpin how public institutions function internally and interface with external stakeholders. Organisational culture refers to the shared values, norms and beliefs that guide behaviour within an institution. Organisational commitment denotes the psychological attachment and loyalty employees feel toward the organisation, while employee performance captures how effectively employees carry out their tasks and deliver on organisational objectives. This study explores the nexus among these three elements in the public sector of Botswana.

Organisational culture is widely recognised as a critical determinant of how employees behave and how organisations respond to internal and external challenges. Research in the public sector of Nordic countries, for example, found that a strong culture characterised by performance-driven leadership, transparent communication of performance, and regular review of outcomes contributes materially to effectiveness (Meričková *et al.*, 2021<sup>[16]</sup>). In the African context, empirical work in Ghana found that organisational culture dimensions such as mission clarity, involvement and consistency significantly influenced employee productivity (Anaba *et al.*, 2022)<sup>[4]</sup>. Thus, culture emerges as both the foundation and lubricant of how employees align with institutional objectives, adapt to change, and perform their duties.

Organisational commitment serves as the motivational glue that binds employees to the institution's mission, reducing turnover and promoting discretionary effort. Studies show that cultural elements such as communication, teamwork and management support have a positive effect on employee commitment (Olayiwola & Akeke, 2022)<sup>[24]</sup>. In turn, higher levels of employee commitment are associated with better execution of tasks and enhanced organisational outcomes. For instance, in a Ghanaian public sector setting the mediating role of commitment between leadership style and performance was highlighted: leadership affects commitment, which then impacts performance (Donkor, 2023)<sup>[9]</sup>. The implication is that the cultural environment of an organisation fosters commitment, which then provides the impetus for improved performance.

Employee performance in the public sector is critical because public organisations are key vehicles for socio-economic development, delivering education, health, administration and other fundamental services. Yet many public institutions in developing countries continue to struggle with issues of low morale, weak accountability and sub-optimal service delivery. A study in Nigeria, for example, found a positive and significant relationship between both organisational culture and organisational commitment with lecturer performance in tertiary education (Afariogun *et al.*, 2020). These findings underscore that, while structures, resources and systems matter, human factors such as culture and commitment are fundamental to performance.

In the context of Botswana, the public sector remains the largest employer and a major driver of the country's Vision 2036 agenda, which emphasises human capital development, good governance and institutional efficiency.

However, despite efforts at reform and modernization, the public service continues to face challenges including bureaucratic rigidity, low employee morale, weak alignment between institutional values and employee mindsets, and service delivery deficits. Against this backdrop it is imperative to investigate how organisational culture shapes commitment and in turn how both influence employee performance in the public sector of Botswana.

Although much of the extant literature has examined the individual relationships between culture and performance, or commitment and performance, fewer studies have simultaneously explored the triangular relationship among organisational culture, organisational commitment and employee performance especially within the public sector of Botswana. Some evidence suggests that organisational culture affects performance indirectly via commitment (Gebeyehu, 2025) <sup>[10]</sup> although this study is outside Botswana. By conducting an empirical investigation in the Botswana public service context, this study aims to fill a relevant gap. It seeks to unpack how cultural values, leadership practices, norms and routines influence the commitment of public servants and subsequently their performance. Understanding these interrelationships is critical for policymakers and managers seeking to build a more motivated, aligned and high-performing public workforce.

Ultimately, this study offers practical implications for enhancing public service performance: by strengthening organisational culture in ways that deepen employee commitment, public institutions in Botswana can enhance employee performance and thus advance their service delivery goals. In addition, the insights derived may contribute to broader debates on human resource management, institutional reform and public sector development in Africa.

### Research Objectives

The study examines the nexus between organizational culture, organizational commitment and employee performance with evidence from the public sector. The specific objectives of the study are to

1. Examine the relationship between organisational culture and employee performance in the public sector of Botswana and;
2. Assess the influence of organisational commitment on employee performance in public sector of Botswana's public sector;

### Literature Review

#### Theoretical Review

The study is underpinned by two theories: The Schein's Organisational Culture Theory and the Social Exchange Theory

#### Schein's Organisational Culture Theory

Schein's Organisational Culture Theory (2017) offers a comprehensive framework for understanding the formation, structure, and impact of organisational culture on employee behaviour and overall organisational performance. According to Schein, culture is a pattern of shared basic assumptions that a group learns as it solves problems of external adaptation and internal integration. These shared assumptions become so ingrained over time that they guide behaviour unconsciously and provide a sense of identity and

stability within the organisation. The theory categorizes organisational culture into three interrelated levels: artefacts, espoused values, and underlying assumptions.

In the context of Botswana's public institutions, espoused values might emphasise integrity, transparency, accountability, and service excellence. While these values provide guidance and align employees toward organisational objectives, their effectiveness depends on whether they are consistently practiced and reinforced within the daily work environment. Discrepancies between espoused values and actual practices can lead to employee disengagement and diminished performance

#### Social Exchange Theory

The Social Exchange Theory (SET), originally proposed by Blau (1964) <sup>[5]</sup> and further expanded by Cropanzano and Mitchell (2019) <sup>[8]</sup>, provides a robust framework for understanding the dynamics of workplace relationships and their impact on employee behaviour and organisational outcomes. At its core, SET posits that social interactions in organisational settings are based on reciprocal exchanges, where the actions of one party create an obligation or expectation for a response from the other. In the workplace, this means that when employees perceive fair treatment, recognition, support, and respect from their organisation, they feel compelled to reciprocate through positive behaviours, including increased commitment, loyalty, and enhanced performance. Conversely, perceived neglect, unfair treatment, or lack of support can reduce motivation and engagement, leading to diminished productivity.

In the context of public sector employment, SET is particularly relevant because employees' motivation and performance are heavily influenced by the quality of their relationships with management and colleagues. Public sector organisations, including those in Botswana, often operate within hierarchical structures where communication, trust, and recognition may be limited. According to Moyo and Ramokgopa (2022) <sup>[20]</sup>, when public employees perceive that their contributions are valued, and that supervisors demonstrate fairness and transparency in decision-making, a positive reciprocal dynamic is established. Employees are then more likely to exhibit organisational citizenship behaviours, increased dedication, and willingness to exceed minimum job requirements.

#### The Concept of Organisational Culture

Organisational culture refers to the shared values, beliefs, norms, and practices that shape how employees behave, interact, and perform within an organisation (Schein, 2017) <sup>[25]</sup>. It is often described as the "personality" of an organisation, encompassing both visible elements, such as formal procedures and dress codes, and less visible aspects, including underlying assumptions, beliefs, and attitudes. Culture guides decision-making, influences communication patterns, and sets expectations for acceptable behaviour, thereby affecting both individual and organisational outcomes.

In the public sector, organisational culture plays a crucial role in shaping employee attitudes, engagement, and performance. A culture that emphasises accountability, collaboration, transparency, and innovation can motivate employees to align their efforts with institutional goals and take initiative in improving service delivery (Maseko & Zikalala, 2021) <sup>[15]</sup>. Conversely, a rigid or hierarchical

culture may limit creativity, reduce motivation, and hinder performance, particularly in organisations where bureaucratic procedures dominate.

### **Organisational Commitment**

Organisational commitment refers to the psychological attachment and loyalty an employee feels toward their organisation, which influences their willingness to remain with the organisation and exert effort to achieve its objectives (Meyer & Allen, 2020) <sup>[18]</sup>. Committed employees are more likely to display higher levels of engagement, motivation, and discretionary effort, which positively impact individual and organisational performance.

Organisational commitment is generally conceptualized through three components: affective, continuance, and normative commitment (Meyer & Allen, 1991, updated 2020) <sup>[18]</sup>. Affective commitment represents an emotional attachment to the organisation, where employees stay because they genuinely want to contribute and belong. Continuance commitment is based on the perceived costs of leaving, such as financial losses, career instability, or reduced social networks. Normative commitment reflects a sense of obligation or moral duty to remain with the organisation, often shaped by cultural, ethical, or social expectations.

### **Employee Performance**

Employee performance refers to the extent to which an individual effectively carries out their assigned duties and responsibilities in alignment with organisational goals and standards (Aguinis, 2019) <sup>[3]</sup>. It encompasses both the quantity and quality of work produced, as well as behaviours that contribute to organisational effectiveness, such as collaboration, innovation, and adherence to policies. High employee performance is critical for achieving organisational objectives, enhancing productivity, and sustaining competitive advantage.

In the public sector, employee performance takes on additional significance as it directly influences service delivery, public satisfaction, and the overall efficiency of institutions. Effective performance is not solely measured by output but also by the ability to meet quality standards, respond to stakeholders' needs, and adapt to changing work environments (Ngwenya & Molefe, 2023) <sup>[22]</sup>. For instance, employees who consistently meet deadlines, demonstrate problem-solving skills, and engage proactively with colleagues and clients contribute to the credibility and effectiveness of public institutions.

### **Relationship between Organisational Culture and Employee Performance in the Public Sector of Botswana**

Organisational culture has long been recognised as a pivotal determinant of employee performance in both private and public sector organisations. It encompasses the shared values, beliefs, norms, and practices that shape how employees behave, make decisions, and interact within an institution (Schein, 2017) <sup>[25]</sup>. A strong, positive organisational culture aligns individual behaviours with organisational goals, fostering engagement, motivation, and higher performance levels. In the public sector, where bureaucratic procedures and hierarchical structures are prevalent, culture plays a particularly significant role in influencing how employees approach their tasks and responsibilities (Maseko & Zikalala, 2021) <sup>[15]</sup>.

Empirical studies have consistently shown that organisational culture directly affects employee performance by shaping work behaviours, promoting collaboration, and establishing standards of accountability. For instance, a culture that emphasises teamwork, innovation, and recognition encourages employees to contribute proactively to organisational objectives, which in turn enhances overall performance (Ngwenya & Molefe, 2023) <sup>[22]</sup>. Conversely, a culture characterised by rigidity, poor communication, or lack of support can demotivate employees, reduce engagement, and limit productivity. This is particularly relevant in Botswana's public sector, where traditional hierarchical structures may sometimes conflict with modern performance expectations, making the alignment of culture and performance critical for institutional effectiveness.

Moreover, organisational culture influences employee perceptions of fairness, equity, and organisational support, which are critical antecedents of performance. According to Social Exchange Theory, when employees perceive a supportive and fair organisational culture, they are likely to reciprocate through higher commitment and improved performance (Moyo & Ramokgopa, 2022) <sup>[20]</sup>. In Botswana's public institutions, where recognition, trust, and participatory decision-making are emerging as important motivational drivers, a culture that fosters these attributes can lead to better service delivery, enhanced employee satisfaction, and reduced absenteeism.

Several dimensions of organisational culture have been linked to employee performance, including adaptability, involvement, consistency, and mission clarity. Adaptable cultures encourage employees to respond creatively to challenges, while cultures promoting involvement ensure that employees feel engaged and responsible for organisational outcomes. Consistency in values and behaviours provides stability, reducing uncertainty and promoting efficiency, whereas a clear organisational mission aligns individual efforts with strategic objectives (Schein, 2017; Maseko & Zikalala, 2021) <sup>[15, 25]</sup>. Public sector organisations in Botswana that actively cultivate these cultural dimensions are more likely to witness enhanced employee performance, greater accountability, and improved institutional outcomes.

### **Influence of Organisational Commitment on Employee Performance in Botswana's Public Sector**

Organisational commitment is widely recognised as a critical driver of employee performance, particularly in settings where motivation, engagement, and loyalty directly affect productivity and service delivery. It reflects the psychological attachment, sense of responsibility, and loyalty that employees feel toward their organisation, which shapes their willingness to contribute to organisational goals (Meyer & Allen, 2020) <sup>[18]</sup>. In public sector organisations, where structures are often hierarchical and resources may be limited, understanding the influence of commitment on performance is particularly important for sustaining efficiency and effectiveness.

Research indicates that committed employees are more likely to exhibit behaviours that enhance individual and organisational performance. Affective commitment, which stems from emotional attachment and identification with the organisation, motivates employees to exert discretionary effort, go beyond minimum job requirements, and align

their personal goals with organisational objectives (Ngwenya & Molefe, 2023) <sup>[22]</sup>. Continuance commitment, which is based on the perceived costs of leaving, ensures retention of skilled staff, thereby maintaining institutional knowledge and consistency in service delivery. Normative commitment, influenced by moral obligation and social expectations, further encourages employees to uphold organisational standards even in challenging circumstances. Empirical studies have shown a positive relationship between organisational commitment and employee performance in public sector institutions. Committed employees are more likely to be punctual, adhere to procedures, and engage in problem-solving behaviours that enhance service quality (Moyo & Ramokgopa, 2022) <sup>[20]</sup>. In Botswana's public sector, where job security, loyalty, and social values are culturally significant, organisational commitment is often a key determinant of how employees perform, respond to change, and contribute to achieving institutional goals. Employees who perceive strong organisational support and alignment between personal and organisational values are more motivated to perform efficiently and effectively.

Organisational commitment also interacts with other workplace factors, such as leadership style, organisational culture, and goal clarity, to influence performance outcomes. For instance, employees who are both committed and working in a supportive, transparent, and well-structured environment are more likely to demonstrate higher productivity, innovation, and responsiveness (Maseko & Zikalala, 2021) <sup>[15]</sup>. Conversely, low commitment can lead to disengagement, absenteeism, and reduced work quality, undermining organisational efficiency and public service delivery.

### Empirical Review

A study by Brown and Smith (2020) <sup>[6]</sup> investigated the impact of organisational culture on employee performance in Canadian public sector institutions. The researchers employed a quantitative survey design, distributing structured questionnaires to 450 employees across five federal government agencies. The survey measured dimensions of organisational culture including collaboration, innovation, and accountability alongside self-reported employee performance metrics. Findings revealed a significant positive relationship between a supportive, innovative culture and employee performance. Specifically, employees who perceived higher levels of collaboration and transparency demonstrated greater engagement, efficiency, and task completion. The study highlighted that culture acts as a key determinant of motivation and performance in bureaucratic settings.

Also, in Australia, Williams and Thompson (2021) <sup>[27]</sup> examined the influence of organisational commitment on employee performance in public hospitals. The study adopted a mixed-methods approach, combining surveys with in-depth interviews. The survey measured affective, continuance, and normative commitment among 320 hospital staff, while interviews explored personal experiences of organisational support and recognition. Findings indicated that affective commitment had the strongest positive influence on performance, with employees demonstrating higher initiative, teamwork, and adherence to protocols. Continuance and normative commitment also contributed to performance but to a lesser

degree. The qualitative insights revealed that organisational support, career development opportunities, and recognition were key drivers of commitment and, consequently, performance.

Another study conducted by Johnson *et al.* (2019) <sup>[11]</sup> in the USA focused on the mediating role of organisational commitment in the relationship between organisational culture and employee performance in state-level public agencies. The researchers employed a quantitative correlational design, using questionnaires distributed to 500 employees across multiple departments. Organisational culture was assessed using established cultural scales, while performance was measured through supervisor evaluations and self-reports. Findings confirmed that organisational commitment partially mediated the relationship between culture and performance. A culture emphasizing trust, fairness, and collaboration enhanced commitment, which in turn led to improved productivity, reliability, and job satisfaction. The study highlighted the importance of considering both cultural and psychological factors when addressing employee performance in the public sector.

### Methodology

#### Research Design

A research design referred to the overall blueprint or structured plan that guided how the study was conducted, specifying how data were collected, analysed, and interpreted to address the research objectives and test the hypotheses (Creswell & Creswell, 2020) <sup>[7]</sup>. This study adopted a descriptive and correlational survey design, which was appropriate for exploring and quantifying relationships among variables within large populations.

#### Population and Sampling Technique

A population refers to the entire group of individuals, events, or objects that possess common characteristics relevant to a particular study (Creswell & Creswell, 2020) <sup>[7]</sup>. In this study, the target population consisted of employees working in selected ministries, departments, and public agencies within Botswana's public sector. This population was chosen because it represented the diverse organisational structures, administrative cultures, and operational dynamics present across the government system. A stratified random sampling technique was employed to ensure fair representation of different categories of employees, such as senior managers, middle-level officers, and lower-level staff.

#### Sample Size Determination

A sample size refers to the specific number of respondents or elements selected from a population to participate in a study (Kothari, 2019) <sup>[13]</sup>. In this study, a sample size of 450 was determined using Yamane's (1967) <sup>[28]</sup> formula, which provides a scientific method for estimating a representative sample from a known or infinite population.

#### Data Collection Instruments

Data collection instruments are tools or devices used by researchers to systematically gather information from respondents, enabling the measurement and analysis of variables under investigation (Creswell & Creswell, 2020) <sup>[7]</sup>. For this study, primary data were collected using a structured questionnaire, which was considered appropriate due to the quantitative nature of the research and the need to

capture measurable information from a large sample of respondents.

All questionnaire items were rated on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The Likert format was chosen because it facilitates easy quantification, statistical analysis, and comparison of responses across different respondent groups

### Data Collection Procedure

A data collection procedure refers to the systematic process through which a researcher gathers information from respondents or sources to address research questions and objectives (Creswell & Creswell, 2020) [7]. In this study, data were collected through both online and in-person administration of structured questionnaires, depending on the accessibility of respondents and logistical considerations. The dual approach allowed for flexibility and ensured that employees from different ministries, departments, and regions could participate regardless of their location or availability.

### Data Analysis Techniques

Data analysis techniques refer to the systematic procedures and methods used by researchers to examine, interpret, and draw meaningful conclusions from collected data (Creswell & Creswell, 2020) [7]. In this study, the collected data were coded and analysed using the Statistical Package for Social Sciences (SPSS) version 26, a widely used software tool for quantitative research. Prior to analysis, data cleaning and screening were conducted to identify and correct errors, handle missing values, and ensure consistency.

Descriptive statistics were first employed to summarise the demographic characteristics of respondents and general response trends. Measures such as means, frequencies, percentages, and standard deviations provided a clear picture of participant profiles, organisational culture perceptions, commitment levels, and reported employee performance patterns. These summaries helped contextualize the data and provided a foundation for deeper statistical analysis.

### Validity and Reliability

Validity refers to the degree to which a research instrument accurately measures what it is intended to measure, ensuring that the results genuinely reflect the underlying constructs (Creswell & Creswell, 2020) [7]. A reliable instrument produces consistent results under consistent conditions, ensuring that the data can be trusted for analysis and interpretation.

The study's, validity was ensured through content validity, whereby the questionnaire was reviewed by academic experts in organisational behaviour and human resource management. These experts assessed whether the items adequately represented the dimensions of organisational culture, organisational commitment, and employee performance. Their feedback helped identify ambiguous, redundant, or irrelevant items, which were subsequently revised or removed to ensure that each question accurately captured the intended construct. This process strengthened the logical and conceptual soundness of the instrument.

Reliability was assessed using Cronbach's alpha coefficient, a widely used statistical measure for evaluating internal consistency. A Cronbach's alpha value of 0.70 or above was considered acceptable, indicating that the items within each

section of the questionnaire consistently measured the same underlying construct. Conducting this reliability test helped ensure that the instrument would produce dependable and repeatable results across different respondents and settings, thereby increasing confidence in the study's conclusions. Participation in the study was entirely voluntary, and respondents were fully informed about the purpose of the research, the nature of their involvement, and their rights as participants. They were assured that they could withdraw from the study at any stage without any negative consequences.

## Results

### Demographic Characteristics of Respondents

The demographic profile of the respondents provided valuable insights into the composition and diversity of the workforce within Botswana's public sector. The findings revealed that males constituted a slightly higher proportion (52.2%) compared to females (47.8%), suggesting a near gender balance within the sampled public institutions. This distribution aligns with Botswana's broader commitment to gender inclusivity in public service recruitment and employment equity policies (Makgala & Botlhale, 2021) [14]. The balanced representation of both genders indicates a progressive human resource environment that supports participation from both men and women in administrative and operational roles.

In terms of age distribution, the majority of respondents were between 30 and 49 years old (66.7%), representing a mature and experienced workforce. This age group is typically associated with stability, accumulated institutional knowledge, and higher productivity levels (Mogalakwe, 2020) [19]. The relatively smaller proportion of respondents aged 20–29 years (15.1%) suggests that younger employees are fewer in the public sector, possibly due to limited entry-level recruitment or the preference for experienced professionals in government service. The presence of 18.2% of respondents aged 50 and above also reflects institutional continuity and the retention of senior employees with extensive administrative experience.

Educational attainment among respondents was generally high, with 45.8% holding a bachelor's degree and 24.9% possessing a master's degree. This finding underscores the emphasis placed on academic qualifications within Botswana's public sector, where recruitment and promotion are often based on merit and formal education (Nthomang, 2019) [23]. The relatively smaller proportion of diploma holders (20.9%) and doctorate holders (8.4%) reflects a workforce predominantly composed of degree-qualified professionals, suggesting that the sector has made significant strides toward professionalization and capacity building.

Regarding the occupational structure, the data revealed that the majority of respondents occupied middle-level (40.4%) and junior-level positions (42.7%), while senior management accounted for 16.9%. This distribution highlights the hierarchical nature of Botswana's public sector, where decision-making authority is concentrated at the top, but operational responsibilities are carried out by middle and lower-level staff. This structure mirrors traditional bureaucratic models observed in many public administrations (Osei-Tutu & Agbeko, 2020). The predominance of operational and mid-tier employees also implies that these groups play a vital role in implementing

institutional policies and ensuring service delivery efficiency.

In terms of work experience, a considerable number of respondents had served between 5 and 15 years (57.8%), with 20.9% having more than 15 years of service. This pattern demonstrates a stable workforce with moderate to long-term tenure, which is often linked to organisational commitment and institutional loyalty (Meyer & Allen, 1997) [17]. However, the 21.3% of employees with less than five years of experience may represent new entrants who bring innovation and new perspectives into the public service. Such a mix of tenure categories can foster a healthy balance between institutional memory and adaptability to change.

To sum it all, the demographic composition indicated that Botswana’s public sector workforce was highly educated, moderately experienced, and fairly gender-balanced, with a strong representation of middle and junior-level professionals. These characteristics provided an appropriate foundation for examining the interactions between organisational culture, employee commitment, and performance, as they reflect the diversity and structural dynamics typical of public institutions in developing economies. The demographic findings thus strengthened the contextual understanding of subsequent analytical results by

illustrating the human capital base upon which Botswana’s public service performance is built.

**Validity and Reliability Results for Objective One**  
**Objective One: To examine the Relationship between Organisational Culture and Employee Performance in the Public Sector of Botswana**

To enhance validity, the questionnaire underwent a comprehensive review process involving an academic expert in the fields of organisational behaviour, public administration, and human resource management. This expert evaluated the questionnaire’s content relevance, clarity, and alignment with the study’s conceptual framework. His feedback led to the refinement of certain items, particularly those related to cultural dimensions such as adaptability, involvement and mission orientation.

For reliability testing, Cronbach’s alpha coefficient was computed using responses from the pilot test and the main data. The results revealed strong internal consistency across the constructs, with all alpha values exceeding the minimum threshold of 0.70 recommended by Tavakol and Dennick (2019) [26]. High reliability coefficients indicated that the instrument was stable and dependable in measuring the intended variables. The results of the validity and reliability tests for Objective One are presented in Table 1 below.

**Table 1:** Validity and Reliability Results for Objective One (Organisational Culture and Employee Performance)

Construct	Number of Items	Content Validity Index (CVI)	Cronbach’s Alpha (α)	Interpretation
Organisational Culture	15	0.91	0.884	Highly Reliable
Employee Performance	10	0.89	0.872	Highly Reliable
Overall Scale Reliability	--	0.90	0.879	Excellent Internal Consistency

Source: Field Data (2025)

The findings in Table 1 confirm that the research instrument possesses strong psychometric properties, making it both credible and dependable for subsequent analyses. The instrument’s ability to produce valid and reliable results enhances the study’s methodological rigor, ensuring that conclusions drawn regarding the influence of organisational culture on employee performance are grounded in scientifically robust evidence.

**Results for Objective One: Relationship between Organisational Culture and Employee Performance**

This section presents the results of the first research objective, which sought to examine the relationship between organisational culture and employee performance in

the public sector of Botswana.

Data analysis was carried out using the Statistical Package for the Social Sciences (SPSS) version 26 after all data were screened for completeness and accuracy. The results were summarised using descriptive and inferential statistics to ensure both clarity and empirical rigor.

To determine the nature and strength of the relationship between the variables, Pearson correlation analysis was employed, while multiple regression analysis was used to assess the predictive power of organisational culture on employee performance. The findings are presented in Table 2, which summarises the statistical outcomes of the relationship between the two constructs.

**Table 2:** Correlation and Regression Results for the Relationship between Organisational Culture and Employee Performance (N = 450)

Statistical Test	Variable Relationship	Correlation Coefficient (r)	R <sup>2</sup>	β	t-value	Sig. (p)	Interpretation
Pearson Correlation	Organisational Culture ↔ Employee Performance	0.684**	---	---	---	0.000	Strong Positive Relationship
Multiple Regression	Organisational Culture → Employee Performance	----	0.468	0.684	16.742	0.000	Statistically Significant

Source: Field Data (2025)

Note: p<0.01, \*\* indicates significance at 15 level

The findings presented in Table 2 provide valuable insights into the statistical relationship between organisational culture and employee performance in Botswana’s public sector. The results from the Pearson correlation analysis indicate a strong and statistically significant positive correlation (r = 0.684, p < 0.01) between the two variables. This implies that employees who perceive their organisations as having a supportive, innovative, and goal-

oriented culture tend to demonstrate higher levels of performance. The strength of this correlation suggests that organisational culture plays a central role in shaping work behaviour, motivation, and productivity among public sector employees.

The multiple regression analysis further reinforces this relationship, revealing that organisational culture accounts for approximately 46.8% of the variance (R<sup>2</sup> = 0.468) in

employee performance. The standardized beta coefficient ( $\beta = 0.684$ ) and t-value ( $t = 16.742, p < 0.001$ ) indicate a strong predictive power, confirming that organisational culture significantly influences employee performance. This suggests that improvements in cultural dimensions such as shared values, teamwork, open communication, and employee recognition translate into measurable gains in employee effectiveness and service delivery.

**Validity and Reliability Results for Objective Two: Assessing the Influence of Organisational Commitment on Employee Performance in Botswana’s Public Sector**

Validity refers to the extent to which an instrument accurately captures the construct it intends to measure, ensuring that the results genuinely represent the underlying concept (Creswell & Creswell, 2020) [7]. Reliability, on the other hand, concerns the consistency and dependability of the measurement, indicating the degree to which the instrument produces stable and repeatable results across different samples or time periods (Tavakol & Dennick, 2019) [26].

In this study, content validity was established through expert evaluation. The questionnaire items measuring organisational commitment were reviewed by specialists in organisational behaviour and human resource management to ensure alignment with the Three-Component Model of Commitment proposed by Meyer and Allen (1997) [17]. Their feedback led to the refinement of certain items to enhance clarity and relevance, thereby strengthening the construct validity of the instrument. Similarly, the employee performance scale was assessed for its ability to reflect behavioural, task, and contextual performance dimensions, as outlined in the Balanced Scorecard Framework (Kaplan & Norton, 2020) [12].

Reliability testing was conducted using Cronbach’s alpha coefficient, a standard statistical method for determining internal consistency. The results of the reliability analysis are presented in Table 3 indicating that all scales used in this objective exceeded the accepted threshold of 0.70, which demonstrates that the items were internally consistent and measured the same underlying construct effectively.

**Table 3:** Validity and Reliability Results for Objective Two (Organisational Commitment and Employee Performance)

Construct	Number of Items	Content Validity Index (CVI)	Cronbach’s Alpha ( $\alpha$ )	Interpretation
Organisational Commitment	12	0.92	0.887	Highly Reliable
Employee Performance	10	0.89	0.872	Highly Reliable
Overall Scale Reliability	--	0.91	0.880	Excellent Consistency

Source: Field Data (2025)

Table 3 presents the results of the validity and reliability analysis conducted for Objective Two, which sought to assess the influence of organisational commitment on employee performance in Botswana’s public sector. The results show that both constructs organisational commitment and employee performance achieved strong content validity and internal reliability, confirming the robustness of the measurement instruments used in the study.

These results demonstrate that the scales used to assess organisational commitment and employee performance were both psychometrically sound and empirically dependable. The strong reliability implies that respondents interpreted the items consistently, while the high validity indicates that the items were conceptually relevant and reflective of real-world workplace dynamics. Consequently, the data derived from these instruments were deemed robust enough to support inferential statistical analyses, including correlation

and regression, to explore the influence of organisational commitment on employee performance within Botswana’s public sector.

**Objective Two Results: Assessing the Influence of Organisational Commitment on Employee Performance in Botswana’s Public Sector**

To achieve the second research objective, which aimed to assess the influence of organisational commitment on employee performance in Botswana’s public sector, inferential statistical techniques were applied using SPSS version 26. The analysis involved Pearson correlation to determine the strength and direction of association between organisational commitment and employee performance, followed by multiple regression analysis to evaluate the predictive power of organisational commitment on performance outcomes. Table 4 presents the results.

**Table 4:** Correlation and Regression Results for the Influence of Organisational Commitment on Employee Performance (N = 450)

Statistical Test	Variable Relationship	Correlation Coefficient (r)	R <sup>2</sup>	$\beta$	t-value	Sig. (p)	Interpretation
Pearson Correlation	Organisational Commitment ↔ Employee Performance	0.712**	---	---	---	0.000	Strong Positive Relationship
Multiple Regression	Organisational Commitment → Employee Performance	----	0.507	0.712	18.364	0.000	Statistically Significant

Source: Field Data (2025)

The results presented in Table 4 highlight the empirical findings regarding the influence of organisational commitment on employee performance within Botswana’s public sector. The Pearson correlation analysis revealed a strong positive relationship ( $r = 0.712, p < 0.01$ ) between organisational commitment and employee performance, suggesting that higher levels of employee commitment were associated with improved performance outcomes. This indicates that when employees feel emotionally attached,

loyal, and dedicated to their organisations, they are more likely to exhibit behaviours that enhance overall organisational productivity and efficiency.

Furthermore, the multiple regression results provided deeper insights into the predictive strength of organisational commitment on employee performance. The regression analysis produced an R<sup>2</sup> value of 0.507, meaning that approximately 50.7% of the variance in employee performance could be explained by organisational

commitment. The standardized beta coefficient ( $\beta = 0.712$ ) and the corresponding t-value of 18.364 ( $p < 0.001$ ) confirmed that the relationship was statistically significant at the 1% confidence level. This implies that organisational commitment was a major determinant of employee performance in Botswana's public institutions.

In the context of Botswana's public institutions, these results suggest that enhancing employees' emotional attachment (affective commitment), sense of obligation (normative commitment), and perceived cost of leaving (continuance commitment) can substantially improve performance outcomes.

### Result Discussions

#### Objective One: To examine the Relationship between Organisational Culture and Employee Performance in the Public Sector of Botswana

Objective one sought to examine the relationship between organisational culture and employee performance in the public sector of Botswana

The results show a clear and strong link between organisational culture and employee performance in Botswana's public sector, with the correlation analysis ( $r = 0.684$ ,  $p < 0.01$ ) revealing that employees tend to perform better when they operate within a culture that is supportive, collaborative, and grounded in shared values. The regression results reinforce this pattern, showing that culture accounts for almost half of the variation in performance levels ( $R^2 = 0.468$ ). This means that the daily experiences and expectations shaped by the institution's culture have a meaningful influence on how employees behave and deliver their tasks.

These findings reflect the core ideas of Schein's Organisational Culture Theory, which argues that culture develops from the shared assumptions, norms, and beliefs that guide members of an organisation. Schein notes that culture acts as a "deep structure," shaping how employees understand their work environment and how they respond to challenges. In this study, the strong influence of culture suggests that employees in Botswana's public sector interpret their responsibilities through the lens of the cultural cues around them such as leadership attitudes, communication patterns, teamwork, and reward structures. When these cultural elements promote clarity, trust, and shared purpose, employees are more likely to engage in behaviours that improve performance. Thus, Schein's view helps explain why a value-driven culture in these institutions leads to more positive performance outcomes.

The results also align well with the principles of Social Exchange Theory (SET), which suggests that relationships within organisations are built on reciprocal exchanges. When employees perceive that the organisation supports them through fair treatment, clear communication, and recognition, they respond by giving more effort, showing commitment, and improving their performance. The significant beta value ( $\beta = 0.684$ ,  $p < 0.001$ ) supports this logic, showing that positive cultural experiences motivate employees to reciprocate with higher performance. In the context of Botswana's public sector, culture becomes a signal of organisational support. Employees who feel valued and respected are more likely to invest their energy into achieving better results. SET therefore helps explain the behavioural mechanism behind the statistical relationship revealed in the study.

Similar conclusions have been reported in recent public-sector research, where strong cultural attributes were found to enhance motivation, accountability, and service quality (Mwangi & Gachunga, 2020; Agyemang & Boateng, 2022)<sup>[2, 21]</sup>. Taken together, the findings suggest that strengthening organisational culture is not simply an administrative choice, but a strategic pathway for improving public sector performance.

#### Objective Two: To Assess the Influence of Organisational Commitment on Employee Performance in Public Sector of Botswana's Public Sector

In relation to the objective two, the study sought to assess the influence of organisational commitment on employee performance in public sector of Botswana's public sector

The findings from objective two show that organisational commitment plays a strong part in shaping how well employees perform in Botswana's public sector. The correlation results point to a clear and steady link between the two ( $r = 0.712$ ,  $p < 0.01$ ). This means that when workers feel attached to their organisation, trust its purpose, and believe they belong, they are more likely to give extra effort and stay focused on their duties. Commitment becomes a kind of emotional anchor that keeps employees steady, willing, and ready to deliver good results.

The regression results add more strength to this finding. The analysis shows that organisational commitment explains about half of the changes seen in employee performance ( $R^2 = 0.507$ ). With a high beta value ( $\beta = 0.712$ ) and a strong t-value ( $t = 18.364$ ,  $p < 0.001$ ), the results make it clear that commitment is a strong predictor of performance. In simple terms, when workers feel loyal and connected, they show better behaviour, stronger motivation, and more responsibility toward the organisation's goals.

These results fit well with Schein's Organisational Culture Theory, which explains that people behave well when the values and shared meanings around them help them feel settled and part of something larger. A workplace that builds trust, fairness, and opens communication naturally encourages workers to stay committed. In this way, commitment grows from the deeper cultural foundation that shapes attitudes and actions daily.

The findings also agree with Social Exchange Theory, which says that employees respond positively when they feel supported. When workers believe the organisation treats them with respect and provides chances to grow, they return this support through loyalty, effort, and better performance. The link between commitment and performance found in the study reflects this simple idea of mutual exchange.

Past research by Agyemang and Boateng (2022)<sup>[2]</sup> and Mwangi and Gachunga (2020)<sup>[21]</sup> also shows that committed employees often show higher energy, better discipline, and a steady desire to reach organisational targets. In Botswana's public sector, where long procedures and limited motivation tools sometimes affect morale, building strong commitment can help create a more dependable and productive workforce. Encouraging fair treatment, involving employees in decisions, and recognizing their contributions can help raise the commitment levels that keep performance strong.

### Conclusion

The study examines the nexus between organisational culture, commitment, and employee performance in

Botswana's public sector. Primarily, the study set out to understand how cultural and behavioural factors shape performance outcomes in public institutions. Drawing on statistical evidence and theoretical insights, the findings reveal that organisational culture and employee commitment are both powerful drivers of individual and institutional effectiveness.

First, the results confirmed a strong and positive relationship between organisational culture and employee performance. This underscores that a supportive, innovative, and goal-oriented culture directly enhances employee motivation, efficiency, and productivity. When employees operate within environments defined by shared values, teamwork, open communication, and recognition, they are more likely to perform at higher levels.

Second, organisational commitment emerged as an equally strong determinant of performance. Employees who feel emotionally attached, loyal, and obligated to their organisations demonstrate greater dedication and willingness to contribute to institutional goals. This reinforces the notion that fostering a deep sense of belonging and responsibility among staff is crucial for sustained organisational success.

Third, the study found that organisational commitment partially mediates the relationship between culture and performance. This means that while culture influences performance directly, its impact is strengthened when employees are genuinely committed to their organisations. In other words, a strong organisational culture enhances commitment, which in turn improves performance outcomes a dynamic that validates both the Social Exchange and Goal-Setting theoretical perspectives.

### Recommendation

Based on the key findings and conclusions of this study, several practical recommendations are proposed to strengthen organisational culture, enhance employee commitment, and ultimately improve performance within Botswana's public sector institutions.

- 1. Foster a Strong and Inclusive Organizational Culture:** Public institutions should prioritize creating a culture that promotes shared values, teamwork, and open communication. This can be achieved through regular team-building activities, participatory meetings, and transparent decision-making processes that give employees a sense of belonging and purpose. A supportive culture not only motivates staff but also enhances accountability and collaboration.
- 2. Strengthen Employee Commitment through Recognition and Engagement:** Management should develop strategies that reinforce employees' emotional attachment and loyalty to their organisations. Recognition and reward systems—such as performance bonuses, appreciation events, and public acknowledgment of excellence should be institutionalized. These practices help build affective and normative commitment, leading to higher motivation and productivity.
- 3. Invest in Leadership Development and Capacity Building:** Leadership development emerged as the strongest predictor of improved performance. Therefore, public institutions should continuously

invest in training programs that equip leaders with the skills to inspire, communicate effectively, and manage change. Transformational leadership styles that emphasize empathy, empowerment, and goal alignment are particularly effective in fostering a positive culture and commitment.

### Limitations and Suggestions for Future Research

#### Limitations of the Study

The study, while providing valuable insights into the relationship between organisational culture, commitment, and employee performance in Botswana's public sector, is not without its limitations.

The research adopted a quantitative cross-sectional design, which restricts the ability to establish causal relationships among variables. Since data were collected at a single point in time, the findings reflect associations rather than direct cause-and-effect relationships.

The study was limited to selected public institutions in Botswana, which may affect the generalizability of the results to other sectors or geographical contexts. Organisational culture and commitment are context-sensitive phenomena, and their effects may differ across industries, regions, or national cultures.

#### Suggestions for Future Research

Building upon the limitations identified, several areas are recommended for future research.

Future studies could adopt longitudinal or mixed-method research designs to track changes in organisational culture, commitment, and performance over time. Such approaches would enhance understanding of causality and provide richer contextual insights.

Researchers should consider integrating multiple data sources, including managerial evaluations, human resource performance metrics, or qualitative interviews, to triangulate findings and strengthen validity.

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