

# A Study on the Impact of Organizational Culture on the Organizational Commitment of Faculty and Staff in Sichuan Private Higher Vocational Colleges

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**Abstract:** Organizational commitment is of fundamental importance for organizations in this corporate world. Researchers and theorists differentiate organizational commitment from job commitment, which refers to a person's involvement in his profession. In contrast, organizational commitment refers to the intentions of employees to remain a part of an organization. Organizational commitment leads to retaining employees and attaining better levels of their performance. The level of organizational commitment is visible in employees' behaviors. This study correlated organizational commitment with the employees' positive, cognitive and affective perspectives of attitudes. The three research objectives are; to analyze the influence of organizational commitment of faculty and staff in private vocational colleges, to explore the influencing mechanism between employee career and job satisfaction, and to provide practical suggestions for improvement of organizational commitment.

**Keywords:** Organizational Culture; Organizational Commitment; Private Higher Vocational Colleges

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## 1. Introduction

For private higher vocational colleges, first of all, there is no establishment of private colleges, and there is no guarantee of an "iron rice bowl." Second, the study habits of students in private higher vocational colleges are often poor, the quality of students is generally low, and it is relatively difficult to manage. Third, the welfare benefits of private higher vocational colleges are not as high as those of public colleges. Fourth, research funding and other private higher vocational colleges are also relatively low compared to public ones, and so on. Therefore, the turnover rate of teaching staff in private higher vocational colleges is generally high. Improving the organizational commitment of faculty and staff in private higher vocational colleges has become the focus of this research.

## 2. Theoretical Basis

### 2.1 Theoretical Significance and Value

This paper starts with the impact process of oriented organizational culture on organizational commitment, from organizational values to personal values. For the identification of values, this paper proposes an essential intermediate variable—employee career growth. It incorporates it into the influence path of oriented organizational culture on organizational commitment, hoping to explore the role of oriented organizational culture on organizational commitment more clearly. New issues such as classification, object, and the dimension of learning organizational culture are discussed. Previous studies on learning organizational culture have seldom paid attention to its type, less discussion of learning organizational culture and no clear distinction on the dimensions of learning organizational culture. Divided into three dimensions: cultural identity, shared vision, and strategic leadership, and explored the impact mechanism of these three dimensions on job satisfaction.

### 2.2 Practical meaning and value

From the perspective of individual attitudes and behaviors, this paper demonstrates the effect of two different orientations of organizational culture on employee organizational commitment, enriches the theoretical research on the antecedent variables of organizational commitment, and further explains the impact of organizational culture in the process of organizational commitment formation. Effect. From the perspective of individual attitudes and behaviors, demonstrating the result of two different organizational cultures on employee career growth can not only expand the antecedent variables of career growth but also reveal the impact of organizational culture orientation on career growth. From the perspective of individual attitudes and behaviors, this paper demonstrates the effect of the three dimensions of the learning organization on job satisfaction, which can not only expand the antecedent variables of job satisfaction but also reveal the impact of learning rental culture on job satisfaction. Based on different demographic variable groupings, this paper discusses the differential impact of oriented organizational culture on employee career growth and learning organizational culture on job satisfaction in different groups and further extends the research content in the fields of career growth and job satisfaction.

### **3. Understanding the Impact of Organizational Culture on the Organizational Commitment of Faculty and Staff in Sichuan Private Higher Vocational Colleges**

#### **3.1 Research on organizational commitment**

Yang (2020)<sup>[1]</sup> analyzed the differences in organizational commitment of the new generation of employees and found that the economic commitment and opportunity commitment of female employees are higher than those of male employees. The impact of age on organizational commitment is reflected in the dimensions of emotional and normative commitment. The exemplary commitment and opportunity commitment of employees have a more significant effect. The average worker's emotional commitment, normative commitment, ideal commitment, and economic commitment are the lowest, but the opportunity commitment is the highest.

#### **3.2 Research on employee career growth**

Career growth refers to the growth of jobs, competencies, or compensation that occurs when an employee moves through one or more workplaces and an individual's career development within an organization. Gao; & Zhang. (2016)<sup>[2]</sup> found that career growth positively affects organizational commitment in the research on the relationship between employee career growth and organizational commitment.

#### **3.3 Research on job satisfaction**

Job satisfaction is defined as the degree of satisfaction of employees with the surrounding work environment variables at the psychological and physiological levels, which refers to a subjective degree of employees' cognition of the work environment. In the research on the influencing factors of job satisfaction, Hui (2007)<sup>[3]</sup> found that individual growth and business achievement affect the job satisfaction of R&D personnel, while working conditions, work itself, social support, and compensation also have a substantial impact on job satisfaction.

#### **3.4 Research on Oriented Organizational Culture**

Organizational culture refers to the highest goals, fundamental beliefs, value standards, and behavioral norms that are formed in the long-term survival and development of the organization and are commonly followed by most members. Organizational culture orientation's role is to guide organizational members' behavioral motives to achieve organizational goals.

#### **3.5 Research on oriented organizational culture**

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## **4. The Conceptual Framework for the Research Study**

### **4.1 Emotional commitment**

Engaged employees emotionally invest time, talent, and energy to work, adding value to the team and advancing the organization.

### **4.2 Sustainable commitment**

A commitment to sustainability will require companies to engage their suppliers in more sustainable business practices. This will require a critical analysis of the supplier's social, environmental, and economic impacts.

### **4.3 Subjective commitment**

Subjective commitment is a signal that attempts to change the behavior of others by persuading others that an individual will behave in a way that is not in their self-interest in a particular future situation.

## **5. The Impact of Organizational Culture on the Organizational**

### **Commitment of Faculty and Staff in Sichuan Private Higher Vocational**

#### **Colleges**

Organizational commitment adopts a three-factor model (affective commitment, normative commitment, continuous commitment) to demonstrate the negative correlation between organizational commitment and turnover intention. The related variables of job satisfaction have a positive relationship with the three factors of organizational commitment. Yang; & Yang. (2016) [4] started from different organizational culture orientations. Among them, oriented organizational culture impacts organizational commitment through career growth, and learning organizational culture impacts organizational commitment through job satisfaction. Career goal development and career capability development have significant positive effects on normative, continual, and emotional commitment in organizational commitment. Cultural identity, shared vision, and strategic leadership in learning organizational culture significantly positively affect internal and external job satisfaction. Intrinsic and extrinsic satisfaction have significant positive effects on normative, continual, and emotional commitment in organizational commitment.

## **References**

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