

**The Influence of Organizational Culture  
Adaptability in Regard to the Organizational  
Commitment of the Staff of Universitas  
Terbuka**

Nenah Sunarsih\*  
Faculty of Economics, Universitas Terbuka

Heriyanni Mashithoh  
Faculty of Economics, Universitas Terbuka

— *Review of* —  
**Integrative  
Business &  
Economics**  
— *Research* —

**ABSTRACT**

Basically, fulfilling a commitment means the same as an employee fulfilling a duty, responsibility and promising to complete a job. An organizational culture which is not adaptive to the growth and development within an organization will result in weak commitment to employees. This research aimed to analyze the influence of organizational culture adaptability in regard to the organizational commitment of the staff of Universitas Terbuka. The number of respondents was 90 employees at UT Head office, who were selected by simple random sampling methods. The questionnaire used the Likert scale, and data were analyzed by regression using the SPSS 17.00 for windows program. The results of the study were (1) organizational culture adaptability has a positive and significant influence on the organizational commitment of the staff of Universitas Terbuka. The result shows that the stronger the organizational culture adaptability, the higher the organizational commitment, (2) the coefficient of determination (Adjusted R Square) was 37.2%. This shows that the variable of organizational culture adaptability influences the variable of organizational commitment by 37.2%. The remaining 62.8% shows that the change in organizational commitment in UT is affected by other factors such as work satisfaction, leadership style, motivation and Organizational Citizenship Behaviour.

*Keywords: organizational culture, organizational commitment, adaptability*

**I. INTRODUCTION**

Human resources are the most valuable asset for an organization. One of the challenges of an organization nowadays is having adequate superior competitiveness.

Basically, fulfilling a commitment means the same as an employee fulfilling a duty, responsibility and promise to complete a job.

A less adaptive organizational culture would have an impact on employees' weak commitment which in turn could affect employees' dedication to their work. Employees who have commitment will work optimally as the organization expects. However, in reality, not all employees are able to completely fulfill their commitment. Commitment in employees varies, from those with a very weak commitment to those with highly strong commitment.

In order to increase organizational commitment, Universitas Terbuka (UT) has made many efforts, but there are still many challenges in the implementation, such as:

1. A strong organizational culture tends to resist change because there is an urge to keep stable behavioral patterns.
2. An organizational culture which is less adaptive to organizational change and development results in weak employee commitment.
3. Employees' work discipline is a part of the culture that needs to be given attention because it affects performance.

One of UT's efforts in enforcing attendance discipline is by implementing the fingerprinting attendance system.

For the life of any organization, including an educational institution, organization commitment is a prerequisite for the survival, stability and development within the organization. Employee commitment is immensely important because by having the commitment, an employee will be more responsible in his or her job compared to those who lack commitment.

The rapid changes within the environment nowadays make organizations realize the importance of adaptability, the ability to react to the external environment, the internal customers (employees), and external customers by translating the business environment's demands into action so that the company can survive, thrive, and develop (Denison, 1990).

According to Denison (1990), adaptability rate is classified as the cultural conditions that would enable an organization to change and compete and to prevail in the competition. Adaptability of organizational culture is the level effectively demonstrated by the culture in facing different challenges and responding to various changes that must be undergone. Organizational culture must adapt to the dynamic organizational environment if it expects to perform well in the long term. Therefore, all the members within the organization must prepare to face pressures from the external environment. To do that, an adaptive culture is one of the keys to organization survival.

According to Siagian (2002), one of the functions of organizational culture is to nurture commitment. Robbins (2006) stated that one of the functions of culture in an organization is to facilitate the development of a commitment to something larger than an individual's personal needs.

This study aimed to analyze the influence of organizational culture adaptability in regard to the organizational commitment of the staff of Universitas Terbuka.

According to Newstrom and Davis (1997), in several studies a positive relationship has been discovered between organizational culture and employee commitment in the organization.

There is a positive relationship between the dimensions within an organizational culture and commitment to the organization; commitment to an organization will improve if the employees are given an opportunity to be involved in decision-making (Nelson & Quick, 2003). Commitment to the organization will improve if the organization gives feedback on the efforts made by the employees (Northcraft & Neale, 1994). In addition, commitment to the organization will improve in line with the organization's treatment of the employees (Greenberg & Baron, 2003).

## II. LITERATURE REVIEW

### 2.1 The Organizational Commitment Concept

According to Robbins (2006), organizational commitment is the rate at which an employee connects himself or herself to a certain organization and its goals and hopes to retain membership of that organization.

Meyer and Allen (1997) stated that there are three model components to describe an employee's commitment to an organization, which are an affective commitment, continuance commitment, and normative commitment.

1. Affective commitment is the emotions of affection, identification and involvement within the organization in order to achieve the organization's goals. Employees with a strong affective commitment will continue with their job within the organization because they want to.
2. Continuance commitment refers to the concern to be loyal to the organization and to achieve its aims.
3. Normative commitment reflects the feeling of moral responsibility to the organization. Employees with strong normative commitment would choose to remain within the organization.

## **2.2 The Measurement of Organizational Commitment**

Meyer and Allen (1997) developed a measurement scale for organization commitment, the Organizational Commitment Questionnaire (OCQ), which encompasses affective commitment, continuance commitment, and normative commitment.

The variables for the measurement of organizational commitment in this study were adapted from Meyer and Allen's theory (1997) which was depicted in the Organizational Commitment Questionnaire (OCQ).

## **2.3 The Organizational Culture Adaptability Concept**

Organizational culture is defined in various ways by experts. Mangkuprawira (2008) stated that organizational culture was a value system which contains the organization's aims as an internal system and an external social system. This is reflected by the contents of the organization's vision, mission, and aims. In other words, every organization, including its members, should have dreams or aspirations. Each member has a cultural identity within his or her organization. In companies, there is what is known as corporate culture, which contains work culture.

According to Robbins (2006), organizational culture is a collective value system which is believed by the members who set that organization apart from other organizations. If perused carefully, this collective value system is a set of main characteristics, which are valued in that organization. In business, this system is often considered as the corporate culture. Corporate culture, also known as work culture, is the dominant values which are spread through the organization and are referred to as the employees' work philosophy.

Kotter and Heskett (1992) stated that only culture that can help the organization anticipate and adapt to environmental change (adaptive) is associated with high performance in the long term. This theory directs the organizational culture to always be adaptive and innovative in line with the changes within the environment. An organization whose culture is adaptive is one in which the managers at every level within the organization demonstrate leadership which puts forth changes in strategy and tactic wherever needed in order to fulfil the needs of the shareholders, customers, and employees, whereas in organizations whose culture is not adaptive, the managers from

all levels within the organization tend to act carefully and politically to protect or advance themselves, their own products, and their group.

In general, the maintenance of adaptive culture can be divided into six processes. *First*, the organizational culture usually emerges in companies that have a limited amount of staff. *Second*, the company begins to grow larger and reach success. *Third*, the leaders within the organization purposefully underline the importance of the organizational main elements and leadership in reaching organizational success. *Fourth*, a strong culture is created with main values, which focus on service for customers, employees, and shareholders, and the importance of leadership. *Fifth*, the highest leaders within the organization always strive to maintain the main values of adaptability of the organizational culture. *Last*, as a result of these efforts, even though the organization changes constantly, the adaptive values of organizational culture lives on. In this way, the leadership in the frame of the organizational culture will drive long-term corporate economy performance (Lukito, 1996).

#### **2.4 Organizational Culture Dimensions**

Denison (1990) divided organizational culture dimensions into four aspects: involvement, consistency, adaptability, and mission.

Involvement is the organizational culture dimension that demonstrates the level of employee (organization member) participation in the decision-making process.

Consistency demonstrates the level of member agreement of organizational basic assumptions and values.

Adaptability is the organization's ability to respond to internal changes within the organization.

The mission is the core dimension that demonstrates the core aim of the organization which causes the members within the organization to be steadfast and focused on what is considered important by the organization.

#### **2.5 Cultural Functions**

Culture holds a number of functions in an organization. *First*, culture has a role in setting boundaries. This means that culture creates a clear distinction between one organization and another. *Second*, culture gives a sense of identity to the members of the organization. *Third*, culture facilitates the development of a commitment to something larger than a person's individual interests. *Fourth*, culture improves the stability of the social system. Culture is the social glue that helps unite the organization by providing exact standards of what the employees should say and do. *Last*, culture functions as a value-making mechanism and control mechanism, which guides and shapes the employees' behavior and attitude (Robbins, 2006).

#### **2.6 Hypothesis**

H1 = Organizational culture adaptability influences the organizational commitment of the staff of Universitas Terbuka

H0 = Organizational culture adaptability does not influence the organizational commitment of the staff of Universitas Terbuka

### III. RESEARCH METHOD

This study is descriptive explanatory in nature, describing and explaining the effect of organizational culture adaptability on organizational commitment. In this study, the survey method was employed.

This study began in April 2014 and was conducted at Universitas Terbuka. The number of respondents in this study was 90 employees at UT Head office using the simple random sampling method.

#### 3.1 Variable of Research

1. Dependent variable: organizational commitment.
2. The independent variables: organizational culture adaptability.

#### 3.2 Operational Definitions

1. Organizational commitment is the employees' attitude towards their relationship with the organization.  
Indicators: affective commitment, continuance commitment, and normative commitment.
2. Organizational culture adaptability is the level of effectiveness demonstrated by the culture in facing various challenges and in responding to different changes it needs to undergo.  
Indicators: quality organizational culture performance, innovative culture, green practices, creative culture and communicative culture.

#### 3.3 Method of Collecting Data

The data used within this study were secondary and primary data. Secondary data were obtained and compiled from various literature, books, journals, theses and the Internet that were considered relevant, while the primary data were collected using the survey method, by distributing questionnaires at the study location. Measurement data performed during this study used a Likert scale with the range of 1-5.

#### 3.4 Validity Test

The validity test of this research employed Pearson correlation analysis with a significance level of 5% if the value of  $r_{count} > r_{table}$  or  $p\text{-value} < 0.05$ , to conclude whether an item was valid.

#### 3.5 Reliability Test

Alpha Cronbach's Method was used. If the Alpha Cronbach values  $\geq 0.6$ , the points in the study's instruments were highly reliable.

#### 3.6 Normality Test Assumption

The normality test used was the one-sample Kolmogorov-Smirnov test.

#### 3.7 Correlation Test

To examine the relationship between the dependent and independent variables Pearson's correlation analysis was used.

**3.8 F-test**

The F-test was conducted to determine whether all the independent variables collectively affected the dependent variables. If probability was > 0.05, the populations of both samples were identical or similar, or the value of F-result > F-table.

**3.9 T-test**

The t-test was conducted to determine whether the independent variables had a significant effect on the independent variables. A decision was made if the results of t-count > t-table.

**3.10 Regression Analysis**

A simple regression analysis was used to discover the relationship between the response variable (Y) and one of the estimator variables. Data were analyzed using the SPSS program version 17.00 for windows.

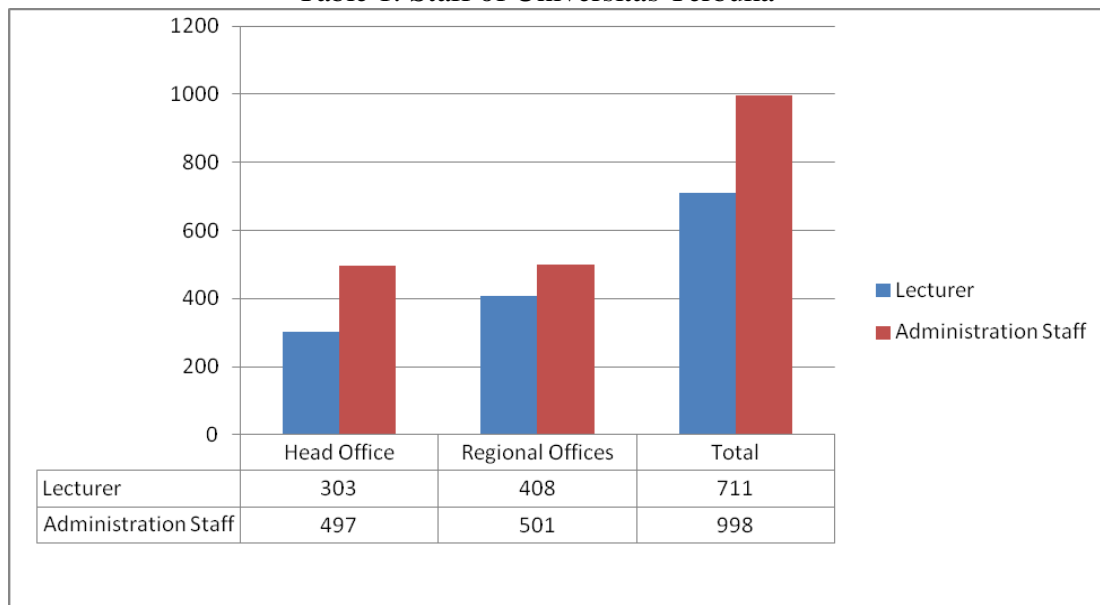
The regression model is as follows:  $\hat{Y} = a + bx$

**IV. RESULTS AND DISCUSSION**

**4.1 Characteristics of Respondents**

Universitas Terbuka employs 1,709 staff: 800 staff work in the head office and 909 staff work in the regional offices all over Indonesia.

Table 1. Staff of Universitas Terbuka



Source: UT staffing unit, 2014

A descriptive analysis was used to analyze the respondents' characteristics factor. The number of respondents involved in this study was 90 employees at the UT Headquarters. The data for the characteristics of the respondents were classified based on gender, education, age, and length of employment.

Based on gender, the majority of the respondents were male, 52 people (58%), and the remaining 38 were female (42%). The results of the statistical test showed that

the gender factor had no effect on organizational culture adaptability and organizational commitments, demonstrated by the probability value which exceeded 0.05.

The respondents were classified into four educational background groups: senior high school graduates, Diploma degree holders, Bachelor degree holders and Graduate degree holders. The majority of the respondents involved in this study were bachelor degree holders, 38 people (42%). The results of the statistical test demonstrated that the educational background factor had no effect on organizational culture adaptability and organizational commitments, shown by the probability value that exceeded 0.05.

Most of the respondents, 36 people (40%), were between 41 and 50 years old. The results of the statistical tests demonstrated that age had no effect on organizational culture adaptability and organizational commitments, shown by the probability value which exceeded 0.05.

Most of the respondents had worked for between 11 and 15 years and 21 and 25 years, both 21 people (23%). The statistical test showed that length of employment has no effect on organizational culture adaptability and organizational commitment, demonstrated by the probability value which exceeded 0.05.

Based on the validity test, all items of the statement in the questionnaire in this study were declared valid. This was demonstrated by the significance value which was less than 0.05.

The result from the reliability test was a Cronbach's Alpha value of above 0.60, i.e. 0.951, meaning that the instruments used within this study were very reliable.

Table 2. Reliability test

Cronbach's Alpha	N of Items
.951	40

Source: SPSS, modified

The one-sample Kolmogorov-Smirnov test demonstrated that the distribution of data from this study was normal, seen from the significance value of 0.596. Data were considered normally distributed if the significance value in the test was  $\geq 0.05$  as can be seen in Table 3.

Table 3.  
One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		90
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.99436615
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.048
Kolmogorov-Smirnov Z		.769
Asymp. Sig. (2-tailed)		.596

Source: SPSS, modified

a. Test distribution is Normal.

Table 3.  
One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		90
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.99436615
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.048
Kolmogorov-Smirnov Z		.769
Asymp. Sig. (2-tailed)		.596

Source: SPSS, modified

- a. Test distribution is Normal.
- b. Calculated from data.

From the correlation test, a correlation value of 0.610 was obtained. This value exceeded the value of r in the table, 0.2072 (df = 88 and  $\alpha = 0.05$ ), meaning that the relationships between the two variables were very significant. This was further supported by the probability value which was less than 0.05, meaning that the correlations between the two variables were very strong; if the understanding and implementation of organizational culture are improved, organizational commitment will improve as seen in Table 4.

Table 4.  
Correlations Test

	Organizational Culture	Organizational Commitment
Organizational Culture	1	.610**
Pearson Correlation		.000
Sig. (2-tailed)		
N	90	90
Organizational Commitment	.610**	1
Pearson Correlation	.000	
Sig. (2-tailed)		
N	90	90

Source: SPSS, modified

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In Table 5, the R-square value from the correlation test was 0.372 or 37.2%, demonstrating that organizational culture contributes to the improvement or decline of organizational commitment at a percentage of 37.2%, the remaining 62.8% shows that change in organizational commitment at UT is affected by other factors besides organizational culture such as job satisfaction, leadership style, motivation, and Organizational Citizenship Behaviour (OCB).



Table 5.  
Test Coefficient of Determination  
**Model Summary<sup>b</sup>**

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.372	52.153	1	88	.000

Source: SPSS, modified

b. Dependent Variable: Organizational Commitment

The results of the F-test demonstrated that the F count was 52.153 where F count > the F-table at 3.95 (df1 = 1 and df2 = 88); this showed that the linear regression equation in this study can be used to predict or foretell every change (increase or decrease) in the organizational commitment value (Y). The probability value that was less than 0.05 showed that organizational culture has a significant effect on organizational commitment, which can be seen in Table 6.

Table 6. F-Test  
**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.055	1	4.055	52.153	.000 <sup>a</sup>
Residual	6.842	88	.078		
Total	10.896	89			

Source: SPSS, modified

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: Organizational Commitment

The value of  $T_{count}$  in the organizational culture variable was 7.222 higher than the T-table which was 1.98, and the probability value was less than 0.05 (i.e. 0.000), meaning that the organizational culture variable had a profound effect on organizational commitment, which can be seen in Table 7.

Table 7. T-test  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.084	.419		2.587	.011
Organizational culture	.710	.098	.610	7.222	.000

Source: SPSS, modified

a. Dependent Variable: Organizational Commitment

The regression equation in this study was:  $Y = 1.084 + 0.710 X$ , which proves that organizational culture adaptability influences the organizational commitment of Universitas Terbuka's Staff. It means that H0 was rejected and H1 was accepted. If organizational culture adaptability is 0, the organizational commitment of Universitas Terbuka's staff will be 1.084. The increase of an organizational culture adaptability's understanding and implementation will improve 71% of the organizational commitment of Universitas Terbuka's staff.

#### 4.2 The Effect of Organizational Culture Adaptability on Organizational Commitment

Organizational culture adaptability has a positive and significant effect on the organizational commitment of the staff of Universitas Terbuka. The results from this study support the results of the study by Delima (2009) who stated that organizational culture has a positive and significant effect on the organizational commitment of the employees of KPP Pratama Jakarta Menteng Dua.

### V. CONCLUSION

Based on the results from this study, which were described above, the conclusions are:

1. Organizational culture adaptability has a positive and significant effect on the organizational commitment of the staff of Universitas Terbuka. This finding demonstrates that the stronger the organizational culture adaptability, the higher the organizational commitment.
2. The determination coefficient (Adjusted R Square) was 37.2%. It demonstrates that the organizational culture adaptability variable contributes 37.2% of the organizational commitment variable. The remaining 62.8% demonstrates the fact that changes in organizational commitment at UT are affected by other factors besides organizational culture such as job satisfaction, leadership style, motivation, and Organizational Citizenship Behaviour (OCB).

### REFERENCES

- [1] Denison, D.R. (1990), *Corporate Culture and Organizational Effectiveness*, New York: John Wiley & Sons.
- [2] Delima, A.S. (2009), *Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Komitmen Organisasional Pegawai KPP Pratama Jakarta Menteng Dua*, Tesis, Universitas Indonesia.
- [3] Greenberg, J. & Baron, R. A. (2003), *Behavior in Organizations 8<sup>th</sup> edition*, New Jersey: Prentice Hall.
- [4] Kotter & Heskett, (1992), *Corporate Cultures and Performance*, Canada: Maxwell Macmillan.
- [5] Lukito, B.T. (1996), *Peningkatan Kinerja Perusahaan: Tinjauan Aspek Budaya*, Usahawan, No. 05, Th. XXV, Mei, hlm. 35-37.
- [6] Meyer, J.P. & Allen, N.J. (1997), *Commitment in the Workplace: Theory, Research, and Application*, Thousand Oaks, CA: Sage Publication, Inc.
- [7] Mangkuprawira, S. (2008), *Horison Bisnis, Manajemen dan SDM*, Bogor: IPB Press.

- [8] Newstrom, J.W. & Davis, K. (1997), *Organizational behavior: human behavior at work* (10<sup>th</sup>ed.), New York: McGraw-Hill.
- [9] Nelson, D.L., and Quick, J.C. (2003), *Organizational Behaviour: Foundation, Realities, and Challenges* (4<sup>th</sup> ed.), Australia: Thomson South-Western.
- [10] Northcraft, G.B., and Neale, M.A. (1994), *Organizational Behavior: A Management Challenge*, Fort Worth, TX: The Dryden Press.
- [11] Robbins S.P. (2006), *Perilaku Organisasi*. Edisi kesepuluh, Penerjemah Benyamin Molan, Jakarta : PT. Indeks.
- [12] Siagian, S.P. (2002), *Kiat meningkatkan Produktivitas Kerja*, Cetakan Pertama, Jakarta: PT. Rineka Cipta.