



From Culture to Commitment: Unveiling the Employee Connection in Government to Private Organizations

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Abstract

Organizational culture and employee commitment are widely recognized as central to workforce performance and retention, yet comparative evidence across government and private organizations remains limited. This study addresses this gap by examining how cultural dimensions and commitment types vary between these two sectors. The purpose of the research is to provide a comparative understanding of organizational culture and commitment, highlighting similarities and differences that may inform sector-specific strategies for human resource management and policymaking. A descriptive-comparative design was employed, utilizing Wallach's Organizational Culture Index (OCI) and Allen and Meyer's Three-Component Model (TCM) Employee Commitment Survey. Data were gathered from 228 respondents across four organizations in Pulilan, Bulacan, selected through stratified random sampling based on a total population of 557 employees. Reliability was tested using Cronbach's alpha, with all values above 0.70. Data processing involved cleaning incomplete responses, re-encoding negative items, and applying statistical analyses using SPSS v26 and Microsoft Excel. Descriptive statistics (frequency, mean, standard deviation) were used to summarize employee profiles and responses, while Welch's t-test was employed to determine significant differences between government and private organizations, accounting for unequal sample sizes and variances. The results revealed no significant difference in organizational culture types, innovative, bureaucratic, and supportive, across sectors. Similarly, affective commitment showed no significant variance. However, government and private employees differed significantly in normative and continuance commitment, indicating varying levels of obligation to remain and awareness of exit costs. These findings suggest that while culture may be consistent across sectors, commitment dynamics differ, providing insights for leaders and policymakers in designing tailored employee engagement and retention strategies.

Keywords: *Organizational Culture, Organizational Commitment, Government Organizations, Private Organizations*

INTRODUCTION

In today's dynamic work environment, organizations increasingly recognize the critical role of human resources in driving productivity and long-term success. Recent trends in human resource management (HRM) emphasize not only employee retention but also the development of a strong organizational culture that fosters commitment and engagement. Research highlights that employees who feel a deep connection with their organization are more likely to contribute positively to corporate goals, enhancing overall efficiency (Boxall & Purcell, 2016).

Private organizations, due to their operational flexibility, can swiftly implement innovative HR practices that align employee values with business objectives. This adaptability allows them to create work environments that enhance commitment through tailored incentives and engagement strategies. In contrast, government organizations often operate within rigid bureaucratic frameworks, which can slow their ability to respond to evolving workforce expectations. Studies by Paauwe and Farndale (2017) and recent HRM-commitment reviews (e.g., Van Rossenberg, 2022) emphasize that a strategic approach to HRM is essential in fostering commitment, ensuring that



both private and government institutions effectively align their cultures with employee needs.

Another emerging trend is the increasing recognition of emotional intelligence and psychological well-being as critical components of organizational commitment. Employees who experience a positive work culture are more likely to develop affective commitment, forming strong emotional bonds with their organizations. This shift highlights the growing importance of workplace culture in shaping employee satisfaction and retention across sectors.

Despite these advancements, both private and government organizations continue to face challenges in fostering employee commitment. One of the primary issues in private organizations is high turnover rates, which lead to increased recruitment and training costs ([Mowday et al., 2021](#)). Employees in these organizations often seek career growth, better compensation, or new opportunities, making retention a persistent concern.

Conversely, government organizations struggle with rigid personnel systems, which can hinder employee motivation and engagement. Bureaucratic constraints often limit opportunities for career progression and innovation, reducing employees' sense of fulfillment. The challenge of balancing job security with engagement remains a significant issue in public-sector organizations. Another challenge arises from the different types of commitment employees exhibit. Affective commitment, where employees feel emotionally attached to their organizations, is associated with higher job satisfaction and loyalty. However, continuance commitment, where employees stay due to financial or career-related concerns, may result in lower engagement and productivity. Additionally, normative commitment, driven by a sense of obligation, can lead to retention but may not always translate into high performance ([Meyer & Allen, 1991](#); [Jaros, 2023](#)). Understanding and addressing these commitment variations is crucial in strengthening employee dedication across different work environments.

To address these challenges, organizations focus on strengthening their cultures to enhance employee commitment and engagement. One key objective is to cultivate stronger relationships among employees by fostering open communication, teamwork, and recognition programs. Research suggests that workplaces with positive cultures see increased alignment between employee values and organizational goals, leading to greater commitment ([Denison, 2020](#); [Schein, 2017](#)).

In the private sector, organizations leverage their flexibility to implement innovative HR practices, such as flexible work arrangements, performance-based rewards, and employee wellness initiatives. These strategies contribute to a work environment that enhances job satisfaction and strengthens commitment ([Kotter & Heskett, 2021](#)). On the other hand, government organizations prioritize public service motivation and job security to cultivate a stable work culture. Structured career development programs help employees see long-term growth opportunities, increasing their dedication to public service ([Cameron & Quinn, 2021](#)).

By aligning HR practices with the specific cultural dynamics of each sector, organizations can foster environments that support both individual well-being and institutional success ([Wallach, 1983](#)). Tailoring approaches to commitment based on organizational culture ensures that employees remain engaged and motivated, contributing to sustainable performance ([Todorović et al., 2024](#)).

Organizational culture plays a pivotal role in shaping employee commitment, influencing motivation, job satisfaction, and long-term retention. While private organizations emphasize performance-based incentives and innovation, government institutions focus on stability and policy adherence to maintain employee loyalty ([Denison & Mishra, 2021](#); [Kotter & Heskett, 2021](#)). Despite sectoral differences, research confirms that strong organizational cultures positively correlate with employee engagement and overall productivity ([Huselid, 2021](#); [Dost et al., 2021](#)).

Ultimately, an effective HRM strategy that fosters commitment enhances overall organizational performance and reduces turnover. Identifying and strengthening key cultural attributes within an organization leads to improved efficiency, innovation, and employee satisfaction (Arthur, 2021; Kotter & Heskett, 2021; Lorincova et al., 2024). By acknowledging the distinct challenges and opportunities in both private and government institutions, organizations can develop targeted strategies that reinforce commitment, drive performance, and ensure long-term success.

LITERATURE REVIEW

Organizational culture and organizational commitment are widely regarded as essential for workforce motivation, performance, and retention. Culture, defined as the shared beliefs and values that guide organizational behavior (Schein, 2017), influences how employees perceive their roles and interact with one another. Commitment, on the other hand, reflects employees' psychological and emotional attachment to their organization (Meyer & Allen, 1991). Although both constructs have been extensively studied, comparative evidence across government and private organizations remains underdeveloped.

Research suggests that private organizations often cultivate cultures that encourage adaptability, innovation, and performance orientation (Denison & Mishra, 2021), while government organizations typically emphasize stability, structure, and rule compliance (Kotter & Heskett, 2021). These cultural orientations affect employees' levels and types of commitment, making it necessary to examine sector-specific patterns and differences.

Theoretical Foundation

Several theoretical frameworks ground this study:

1. Schein's Model of Organizational Culture explains how shared assumptions, values, and artifacts shape organizational identity and outcomes.
2. Hofstede's Cultural Dimensions highlight the influence of national cultural values such as power distance and individualism on workplace practices.
3. Denison's Model identifies adaptability, involvement, consistency, and mission as cultural traits linked to high performance.
4. Meyer and Allen's Three-Component Model of Commitment distinguishes affective, normative, and continuance commitment as different employee attachments.
5. Person-Organization Fit Theory posits that value congruence between individuals and organizations enhances satisfaction and retention.

Together, these theories emphasize that organizational culture provides the context within which employee commitment develops. They also highlight the importance of alignment, adaptability, and leadership in sustaining both culture and commitment.

Synthesis

The literature demonstrates that organizational culture and commitment are interdependent but distinct constructs that significantly influence employee behavior and organizational performance. Cultures that are adaptive and supportive foster stronger affective and normative commitment, while bureaucratic environments may encourage continuance commitment due to perceived costs of leaving. Private organizations are often more innovation-oriented, whereas government institutions prioritize structure and stability, differences that lead to distinct patterns of employee commitment (Smith & Lee, 2025).

Despite this, comparative studies that simultaneously examine culture and commitment across government and private organizations remain scarce. Moreover, emerging challenges such as digital transformation, remote work, and workforce diversity continue to reshape both constructs, yet these factors are not fully addressed in existing research. Addressing these gaps will provide a more nuanced understanding of how organizational culture and commitment interact across sectors, guiding both policymakers and managers in developing tailored strategies for employee engagement and retention.

RESEARCH METHOD

This study employed a quantitative descriptive-comparative research design to examine organizational culture and commitment in both government and private organizations. The design was chosen to identify significant differences or similarities between the two sectors.

Data Collection

Data were gathered through standardized survey questionnaires. Two instruments were used: the Organizational Culture Index (OCI) by Wallach (1983) and the Three-Component Model (TCM) of Employee Commitment by [Meyer and Allen \(1991\)](#). A total of 228 respondents were selected from a population of 557 employees in Pulilan, Bulacan, using stratified random sampling with the aid of the Raosoft sample size calculator. Both online Google Forms and printed questionnaires were distributed to accommodate all respondents.

Data Analysis.

The collected data were processed using SPSS version 26 and Microsoft Excel. Statistical tools included frequency statistics, mean, standard deviation, and Welch's t-test to compare differences between groups. Reliability of the instruments was tested using ([Cronbach, 1951](#)), all of which yielded acceptable values.

This methodology ensured that findings were supported by valid instruments, representative sampling, and rigorous statistical analysis, thereby providing a solid foundation for the interpretation in the Results and Discussion section.

FINDINGS AND DISCUSSION

Out of 228 respondents, 54.4% were from government organizations and 45.6% from private organizations. Both groups described their organizations as innovative, bureaucratic, and supportive "most of the time," with creativity and relationship-building emerging as the highest-rated traits.

In terms of commitment, affective commitment was similar across sectors, both leaning toward "slightly agree." However, government employees showed stronger normative and continuance commitment compared to private employees, who reflected more uncertainty in these areas. Statistical tests confirmed no significant differences in organizational culture and affective commitment, but significant differences in normative and continuance commitment between the two sectors.

The findings suggest that while organizational culture is experienced similarly in government and private organizations, commitment levels vary. Government employees demonstrate stronger loyalty and obligation to remain, likely due to perceptions of stability, public service values, and the costs of leaving. In contrast, private sector employees show weaker normative and continuance commitment, reflecting more flexible views on employment and higher openness to mobility ([Petrauskaitė-Jocienė & Korsakienė, 2024](#)).

These distinctions highlight the need for sector-specific strategies. Government organizations can focus on sustaining commitment through recognition and development opportunities, while private organizations may prioritize flexibility, career progression, and engagement initiatives to strengthen retention. Overall, the results underscore that culture may be universal across sectors, but commitment dynamics are shaped by sectoral context.

CONCLUSIONS

This study examined organizational culture and employee commitment in government and private organizations. The results indicate no significant differences in cultural dimensions, innovation, bureaucracy, and supportiveness across sectors. Employees from both environments perceive their organizations as fostering creativity, structure, and supportive relationships. Similarly, affective commitment was comparable, showing that both sectors nurture emotional attachment and a sense of belonging.

However, significant differences emerged in normative and continuance commitment. Government employees displayed stronger loyalty and moral obligation to remain, as well as higher recognition of the costs associated with leaving. In contrast, private sector employees expressed lower levels of obligation and greater openness to mobility. These findings suggest that while culture may be universal across sectors, commitment is shaped by sectoral dynamics, highlighting the need for tailored strategies in workforce engagement and retention.

LIMITATIONS & FURTHER RESEARCH

The study was limited to four organizations in Pulilan, Bulacan, and employed a purely quantitative approach, which may restrict the generalizability and depth of insights. Despite these limitations, the research contributes by offering comparative evidence on organizational culture and commitment between government and private organizations, providing a foundation for sector-specific human resource and policy strategies.

Leaders in both sectors are encouraged to foster innovative and supportive cultures, while HR practitioners should design programs that strengthen commitment. Government organizations may highlight the societal value of public service, while private organizations may focus on career growth and long-term incentives.

Future research may expand geographically and include a broader range of sectors such as non-profits, multinational corporations, and startups. Incorporating qualitative methods could also capture richer employee perspectives. Finally, examining external factors, such as economic shifts, technological changes, and regulatory reforms, could provide a more comprehensive understanding of how organizational culture and commitment evolve.

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