



The Influence of Organisational Culture on Employee Commitment in Shinyanga Municipal Council, Tanzania

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ABSTRACT

Local government Authorities (LGAs) have been vested with the power to ensure the timely and consistent provision of services at the grassroots level. The success of LGAs in meeting their primary goal of serving community members depends on staff commitment and the culture established within each LGA's context. However, existing challenges, such as corruption, turnover and turnover intentions, poor leadership, among others, have been identified as a source of poor service delivery, as they hinder employees' motivation and commitment to serve fellow citizens at the local level. This study examines the influence of organisational culture on employee commitment within Tanzania's local government authorities, focusing on the four typologies defined by the Competing Values Framework: clan, adhocracy, market, and hierarchy. It utilised a structured questionnaire, and 92 employees at the Shinyanga Municipal Council were sampled via stratified random sampling. The responses were considered for analysis using STATA software for inferential statistics, where the Multivariate Multiple Regression (MMR) Analysis was conducted to examine the effect of multiple typologies of organisational culture (clan, adhocracy, market, and hierarchy culture) on multiple dimensions of employee commitment (affective, normative, and continuance). The findings revealed that clan culture and adhocracy culture negatively influence all three dimensions of employees' commitment. In addition, the findings indicated that market culture positively influences all dimensions of employee commitment. Furthermore, the hierarchical culture exerted a positive influence on some dimensions, such as affective and continuance commitment, and a negative influence on normative commitment. The study concluded that organisational culture exerts varied effects on employee commitment, highly dependent on the specific cultural type and the institutional setting. It further recommended that local government authorities create a supportive culture to enhance employee commitment at the local level. This study contributes to the organisational and public administration literature by demonstrating how different types of organisational culture influence employee commitment in distinct ways in Tanzania's LGAs.

Keywords: Organisational culture, organisational commitment, employee commitment, competing value framework (CVF)

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INTRODUCTION

Organisational culture has assumed considerable importance in the 21st century because of its impact on employee performance and job satisfaction (Naicker, 2008). In the words of Muralidhar et al. (2024), organisational culture plays a pivotal role in fostering trust and support from employees, customers, and the general community. On the other hand, Akpa et al. (2021) regard it as an effective tool for strengthening employee motivation and involvement to ensure productivity. Since organisations are composed of skilled personnel who carry out the overall operations to enhance performance, the desired level of performance depends on how organisational culture shapes employee behaviour. Consistently, Wibowo et al. (2023) argue that a strong organisational culture serves as a reference for human behaviour within the organisation toward achieving goals and setting performance outcomes. Albeit, Akpa et al. (2021) and Sumual et al. (2022) firmly believed that culture is not a tangible thing; its impact on organisational success and employee commitment cannot be overlooked. This is because the dynamics of most world organisations' cultures have recently led to employee turnover, despite how well employees are paid, only after employees realise that the existing culture does not provide a sense of belonging and commitment. The notion that each individual has his/her way of behaving, believing, and working based on their background is not something to ignore (Mwilongo et al., 2024a). Empirical evidence shows that an organisation's culture serves as a guiding framework that shapes and harmonises employees' thoughts, behaviours, actions, and interactions in the workplace, despite their different cultural backgrounds (Bamidele, 2022; Mwita et al., 2023). A strong organisational culture fosters employee commitment by creating an environment that makes employees feel valued, motivated, and satisfied with their work (Endratmoko & Aulia, 2021).

Employee commitment is a crucial aspect in the modern world, as it fosters the organisation's survival (Aziz et al., 2021). This is because organisations' operations require employees who want to remain in the organisation, trust and be loyal to it, and are dedicated to achieving organisational goals. Mande and Supriadi (2024) and Murray and Holmes (2021) highlighted that organisations with a high level of employee commitment outperform their competitors and continue to have a social impact, as they work better and fight to ensure the organisation prospers. Indeed, Triguero-Sánchez et al. (2022) noted that the loss of public acceptance for many organisations stemmed from poor employee commitment, which affects the organisation's relationship with the public and its trust. The evidence of high turnover, low productivity and performance, and dissatisfied customers is a sign of poor employee commitment in most organisations worldwide.

In Tanzania, local government authorities play a great role in ensuring policies related to social, political, environmental, and economic issues are implemented and in fostering the provision of essential services at the grassroots level (Mwilongo et al., 2025). Notwithstanding, service delivery and policy implementation depend on the availability of a variety of resources; having employees with high levels of commitment is a common feature of good performance in LGAs. Nevertheless, this is seen as exceptional because performance in LGAs has repeatedly been skewed, with most failing to meet targets as planned. The Controller and Auditor General report shows the dramatic changes in LGAs' performance, whereby out of 184 councils in Tanzania received a qualified opinion and adverse opinion, ranging from 65 councils in the 2019/20 Financial Year (F/Y), 9 in the 2020/21F/Y, 14 in the 2021/22F/Y, and 3 in the 2022/23F/Y. This implies that LGAs are making greater efforts to catch up and break away from the trend of poor performance. Evidence from Sixpence et al. (2021) indicates that unsatisfactory

and substandard performance is due to limited employee commitment across different LGAs. Triguero-Sánchez et al. (2022) and Jigjiddorj et al. (2021) identified the main reasons as claims for low salary benefits, unfavourable working conditions (physical and social), and the rigid structure of public service in decision-making. Consequently, it influences employees' engagement in undesirable behaviours such as fraud, corruption, absenteeism, and alcoholism, which continue to undermine the performance of local government authorities. Studies such as (e.g. (Akpa et al., 2021; Dung et al., 2021; Endratmoko & Aulia, 2021; Mwita et al., 2023; Setrojoyo et al., 2023) focused on how organisational culture influences organisational performance, employees' job satisfaction, and turnover intentions in various institutions and sectors, including the processing and manufacturing industry, banking and finance, education, health, and other government institutions and agencies. In contrast, the limited consideration given to local government authorities often leads to their being overlooked. To understand the contribution of LGAs to enhancing service delivery to community members, this study examines how organisational culture influences employee commitment in Tanzania's local government authorities, using Municipal Council as a case study.

LITERATURE REVIEW

Theory underpins the study

The Competing Values Framework (CVF)

Robert Quinn and John Rohrbaugh introduced the CVF model in 1983 as a tool for leaders to assess and transform their workplace culture. The aim is to align all internal processes and communication with the overall organisational values and strategies (Zeb et al., 2021). The focus of the CVF model highlighted employees' behaviour and the function of organisational culture, which can restrain or stimulate commitment. The Framework establishes the roots of its two major dimensions: flexibility vs. stability and internal focus vs. external focus. Buberwa (2025) highlighted that this Framework is important in determining dominant values within organisations that characterise organisational culture. The Framework is a diagnostic and analytical tool that helps organisations identify core cultural values, understand their cultural orientation, guide leadership and decision-making, and ensure alignment with strategic goals. The model further identified four major types of organisational culture: clan culture, adhocracy culture, market culture, and hierarchy culture (Aichouche et al., 2022). The clan culture holds the assumption that an organisation is like a family, and, for that reason, organisational members are treated as family members. In the clan culture, organisations value collaboration, teamwork, and strong employee involvement. Alkhodary (2023) demonstrates that this culture promotes a strong sense of belonging and unity among employees while emphasising their well-being and personal growth. Organisations with an adhocracy culture consider values such as innovation, creativity, and adaptability (Karneli, 2023). These are considered the centres of continuous organisational change and improvement.

Furthermore, Akpa et al. (2021) show that in market culture organisations value efficiency, productivity, and a strong market presence to drive success and results. In a hierarchical culture, organisations value stability, structure, and well-defined internal processes (Ghaleb, 2024). The established structures, rules, and regulations foster effective control over employees' behaviour, actions, and results. Therefore, the typology of culture can determine how long employees remain and how loyal they are to the organisation from the time they join until they quit.

Empirical Review

Organisational culture

Pathan (2022) defined organisational culture as the shared values, beliefs, and practices that shape employees' behaviour within an organisation. This implies that employees' behaviour within the organisation must reflect the values and practices deemed desirable. Similarly, Mwita et al. (2023) stated that organisational culture *encompasses a framework of shared values, beliefs, traditions, and attitudes that is fostered among employees within a specific organisation over the course of their tenure*. This means such developed frameworks are shared among organisational members from when they join until they leave, and consistently embraced together, while distinguishing the company from others. Thus, an organisation's culture is a strong tool that provides a competitive advantage. This view is also supported by Endratmoko and Aulia (2021), who defined organisational culture as a basic assumption developed by certain organisations to address problems that arise and to adapt internally and externally. Also, Sugiono and Nurhasan (2025) explained that organisational culture is a basic pattern of assumptions accepted by members of an organisation in solving problems, acquired by adapting external elements and integrating them into the organisation. Therefore, this study defines organisational culture as the evolving system of shared values, beliefs, behaviours, and practices that shape how individuals within an organisation interact, act, and work toward common goals.

Employee commitment

This refers to the degree to which employees identify with and are committed to their organisation's goals and values (Pathan, 2022). The view by Jigjiddorj et al. (2021) indicates that employees' commitment stems from an organisational culture that values employees' work and prioritises their organisational well-being. Andrew's (2017) findings indicated a positive relationship between the three categories of employee commitment (Affective, Normative, and Continuous) and organisational performance. This shows that employees' commitment to the organisation underpins the organisation's survival through productivity and loyalty. Organisational members will always remain committed to the organisation if they feel their presence and contributions are valued. Thus, happier employees in the workplace have profound effects on their behaviour and commitment.

Hypothesis development

Clan culture and employee commitment

Clan culture is considered a strong predictor of employees' commitment to the organisation, as it creates a family-like environment in the workplace. These organisations that foster clan culture demonstrate strong teamwork and high employee involvement to win their loyalty. Buberwa (2025) found that clan culture is most important in fostering emotional attachment, as it ensures mutual respect, trust, and participation. On the other hand, Pathan (2022) found that organisations can easily win employees' commitment only when employees perceive that clan culture creates an inclusive environment and provides support. Naicker (2008) insists that organisational members recognise an obligation beyond the simple exchange of labour for a salary, as they understand that their contributions to the organisation may exceed contractual agreements. Hence, employees feel valued, develop a sense of belonging, and remain committed to the organisation.

H₁: Clan culture has a significant influence on employee commitment

Adhocracy culture and employee commitment

This kind of organisational culture promotes innovation, flexibility, and creativity among employees in a competitive work environment. According to Jigjiddorj et al. (2021), this culture fosters high job satisfaction among employees by creating opportunities to grow and adapt to dynamic changes in the competitive environment. The findings of Aichouche et al. (2022) indicate that when an adhocracy culture is in place, employees with challenging goals are more likely to commit to the organisation, as it provides them with opportunities to be innovative and develop creative solutions to enhance performance. However, Georgescu et al. (2024) argued that dramatic environmental changes, such as technological disruption, resource scarcity, and competitive pressure, pose challenges for employees. Nevertheless, timely control of such challenges ensures the effective influence of adhocracy culture, increasing employee commitment by aligning personal growth with organisational innovation.

H₂: Adhocracy culture has a significant influence on employee commitment

Market culture and employee commitment

This type of culture assumes that organisations act as markets. Osman et al. (2023) demonstrate that the market culture focuses on the external factors while prioritising customer satisfaction, profit, market share, and goal attainment. Jigjiddorj et al. (2021) indicate that when market culture is effectively utilised, it influences the better-performing employee who desires to attain and secure customer action. The findings by Ghahramani et al. (2020) indicated a positive relationship between market culture and employee retention in the organisation. Employee prefers to remain in the organisation where there is a high level of customer focus, competition, and profit margins. Similarly, Mwita et al. (2023) found that employees remain loyal to the organisation and have no intention of leaving when universities adopt strong market-oriented strategies. In addition, Yildirim et al. (2016) found a strong, positive relationship between marketing culture and organisational commitment in the banking sector. Despite the indication of the relationship between market culture and organisational commitment, further investigation is needed, especially in the local government context.

H₃: Market culture has a significant influence on employee commitment

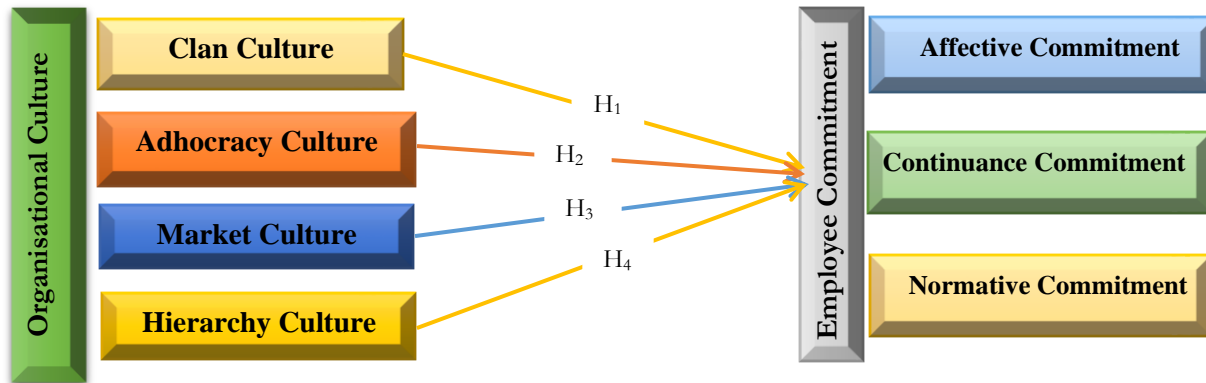
Hierarchy, culture, and employee commitment

Elnagar et al. (2022) view that the hierarchical culture is based on bureaucratic and official procedures, emphasising stability, teamwork, consensus, and tradition. Urych and Bryczek-Wróbel (2022) found that organisations with a hierarchical culture ensure job security for their members while promoting a strong sense of stability. This is because the existing formal structures control employees' reactions and follow systematic and agreed-upon procedures for decision-making regarding employee welfare. However, Pegge (2025) found that this type of culture is ineffective at winning employees' commitment because it neglects the emotional needs of organisational members due to rigid structures. This is to say that employees' commitment diminished as they view the organisation's existing rules and regulations as more rigid and unmerit-based for junior members and for people who value innovation and prefer a dynamic work environment. On the contrary, Appel-Meulenbroek and Danivska (2021) argued that hierarchical culture promotes a high level of uniformity in practices and decision-making across organisational members. Such conformity fosters a sense of duty and moral obligations among

employees, helping them remain in the organisation. This is to say that employees may value compliance in a hierarchical organisational setup, and the rules ensure their comfort.

H₄: Hierarchy culture has a significant influence on employee commitment

Figure 1: Hypothesis expression



Source: Empirical Literature Review

METHODS

This study adopted a quantitative research design to examine the influence of organisational culture on employee commitment in Tanzania's local government authorities, focusing on the Shinyanga Municipal Council as a case study. According to Yin (2018, p.41), *"Every research method can be used for all three purposes—exploratory, descriptive, and explanatory studies. There may be exploratory, descriptive, or explanatory case studies. Similarly, there may be exploratory, descriptive, and explanatory experiments."* In this regard, studies such as Fan et al. (2023), Riyapan et al. (2021), Nkoronko and Mutembei (2024), and Masindi (2022) have also used a case study in quantitative research, indicating that case studies can be used in quantitative research. Therefore, the design was selected to ensure that the relationships between variables are measured using statistical techniques for testing hypotheses and analysing the relationship between organisational culture and employee commitment in mathematical terms. From a total population of 249, the predetermined sample size was 152, and the actual sample was 92, representing 61% of the predetermined sample size. Stratified random sampling was used to ensure representation of a diverse population within the Shinyanga Municipal Council. Under this case, strata were departments in which 92 representatives were randomly selected. The diverse group's involvement reduced bias in the selection of representatives in the study. On measuring Organisational culture, the five-point Likert scale items (1=strongly disagree to agree 5=strongly) was adopted from Elnagar et al., (2022) whereby all variable such as clan culture, adhocracy culture, market culture and hierarchy culture are composed of six items with statements like *"Our organisation has a very intimate setting, like having a second family...."*, *"Our organisation is a fast-paced, entrepreneurial environment. Individuals are willing to take chances and put their necks out there"*, *"My organisation defines success as outperforming the competition and succeeding in the marketplace. The ability to lead in a competitive market is crucial"*, *"My organisation is a very structured and supervised environment. What people do is often governed by formal procedures"* respectively.

To measure Employee commitment, the five-point Likert scale (1=strongly disagree to agree 5=strongly) from Meyer and Allen (1991) was adopted. The scale contained three components: i. Affective commitment, with

statements like *"I would be very happy to spend the balance of my career with my current organisation"* ii. Continuance Commitment, with statements like *"I am not afraid of what might happen if I quit my job without having another one lined up"* iii. Normative commitment, with statements like *"I was taught to believe in the value of remaining loyal to one organisation."* Data were collected through drop-and-pick methods in the selected departments. Of the 155 questionnaires distributed, only 92 were returned and included in the analysis. The data were collected and stored in the Statistical Package for the Social Sciences (SPSS), and STATA was used for inferential statistics. The study uses correlation analysis to understand the strength and direction of relationships between different forms of organisational culture and the three dimensions of employee commitment. To understand the influence among variables and test the hypothesis, the Multivariate Multiple Regression (MMR) Analysis was conducted. The study adhered to ethical principles, including clarifying the study's objective, seeking consent and voluntary participation, obtaining a data collection permit, and ensuring confidentiality of responses and anonymity, to avoid ethical malpractices in scientific research, as identified by Mwilongo et al. (2024a, 2024b).

RESULTS

This section presents research findings on the influence of different cultural types on employee commitment in Tanzania's LGAs.

Assumptions of the model

Before conducting regression analysis, key model assumptions were tested to ensure the validity of the results:

Multivariate normality

The Skewness and Kurtosis tests for normality were conducted to assess the normality of the residuals in the multivariate multiple regression model. These tests provide a statistical check on the symmetry (skewness) and the "tailedness" (kurtosis) of the residuals, which are crucial assumptions for conducting regression analysis. The null hypothesis states that residuals are not normally distributed, whereas the alternative hypothesis states that they are. The following results were obtained for the residuals of affective commitment (AC), continuance commitment (CC), and normative commitment (NC):

Table 1: Skewness and Kurtosis tests for normality

Variable	Obs	Pr(skewness)	Pr(kurtosis)	Adj chi2(2)	Prob>chi2
residual_NC	92	0.398	0.4257	1.38	0.5004
residual_AC	92	0.398	0.4257	1.38	0.5004
residual_CC	92	0.398	0.4257	1.38	0.5004

Source: Research data generated by STATA 17

Since the p-values for skewness (0.398) and kurtosis (0.4257), as well as the overall p-value (0.5004), are all greater than 0.05, we fail to reject the null hypothesis of normality. This means that the residuals from your multivariate regression model for affective commitment (AC), continuance commitment (CC), and normative commitment (NC) are normally distributed. Thus, the assumption of normality holds. This indicates that the normality assumption required for the multivariate regression analysis is satisfied.

Multicollinearity

To assess multicollinearity among the independent variables in the regression model, the Variance Inflation Factor (VIF) test was conducted. The VIF measures the degree of multicollinearity among the predictors; values exceeding 10 indicate severe multicollinearity, and values between 5 and 10 suggest moderate multicollinearity. After regressing the independent variables on all dependent variables, the results of the VIF test are as follows:

Table 2: Multicollinearity test using VIF

Variable	VIF	1/VIF
BMC	1.75	0.572873
BCC	1.59	0.628511
BHC	1.57	0.636579
BAC	1.45	0.690172
Mean VIF	1.59	

Source: Research data generated by STATA 17

The results indicate that all independent variables have VIF values below 5, suggesting no serious multicollinearity problem in the model. The mean VIF of 1.59 further confirms that the independent variables are not highly correlated. This implies that the regression estimates are stable and reliable for interpretation.

Homoscedasticity

To examine whether the assumption of homoscedasticity holds in the multivariate multiple regression model, the Breusch-Pagan/Cook-Weisberg test was conducted. This test assesses whether the residual variance remains constant across all levels of the independent variables. The null hypothesis of this test is that the residuals exhibit constant variance (homoscedasticity), while the alternative hypothesis is that the residuals exhibit heteroscedasticity (non-constant variance). For all dependent variables (affective commitment, continuance commitment, and normative commitment), the test yielded the same results:

Table 3: The Breusch-Pagan/Cook-Weisberg test for heteroscedasticity

Breusch-Pagan/Cook-Weisberg test for heteroscedasticity
Assumption: Normal error terms
Variables: fitted values of residual_AC , residual_CC , and residual_NC
H ₀ : Constant variance
chi2(1) = 0.01
Prob > chi2 = 0.9321

Source: Research data generated by STATA 17

Since the p-value (0.9321) is greater than 0.05, we fail to reject the null hypothesis. This indicates that there is no evidence of heteroscedasticity, meaning the residuals have constant variance across the independent variables. The assumption of homoscedasticity is satisfied, supporting the reliability of the multivariate regression estimates.

Correlation analysis

Correlation analysis was conducted to examine the strength and direction of the relationship between organisational culture dimensions (clan culture, adhocracy culture, market culture, and hierarchy culture) and organisational commitment components (affective commitment, continuance commitment, and normative commitment). This analysis helps determine whether the independent variables are significantly associated with the dependent variables before proceeding with the regression analysis. Correlation analysis is also essential for detecting multicollinearity, as very high correlations ($r > 0.8$ or $r < -0.8$) among independent variables may indicate redundancy, which can distort regression estimates. The Pearson correlation coefficient (r) was used to measure the degree of linear association between the study variables.

Table 4: Correlation matrix

	CAC	CC	NC	BCC	BAC	BMC	BHC
CAC	1.0000						
CC	0.7906	1.0000					
NC	0.6943	0.7635	1.0000				
BCC	-0.0002	-0.0942	-0.0994	1.0000			
BAC	-0.0003	-0.0769	-0.1377	0.3869	1.0000		
BMC	0.2341	0.0781	0.1048	0.5412	0.5075	1.0000	
BHC	0.1000	0.0041	-0.0359	0.5082	0.4444	0.5028	1.0000

Source: Research data generated by STATA 17

The correlation matrix shows various relationships between the variables. Affective commitment (CAC) is strongly positively correlated with continuance commitment (CC) ($r = 0.7906$) and moderately positively correlated with normative commitment (NC) ($r = 0.6943$), indicating that as affective commitment increases, continuance and normative commitments tend to increase as well. Affective commitment shows little to no correlation with clan culture (BCC), adhocracy culture (BAC), and hierarchy culture (BHC), with very weak or near-zero correlations.

Continuance commitment (CC) is strongly positively correlated with normative commitment (NC) ($r = 0.7635$), indicating that higher continuance commitment is associated with higher normative commitment. However, continuance commitment shows a weak or insignificant correlation with clan culture (BCC), adhocracy culture (BAC), and hierarchy culture (BHC). Normative commitment (NC) has weak positive correlations with adhocracy culture (BAC) ($r = 0.1048$) and market culture (BMC) ($r = 0.0781$), and weak negative correlations with clan culture (BCC) and hierarchy culture (BHC). Clan culture (BCC) shows weak or nonsignificant correlations with the commitment variables. However, it shows a moderate positive correlation with adhocracy culture (BAC) ($r = 0.3869$), market culture (BMC) ($r = 0.5412$), and hierarchy culture (BHC) ($r = 0.5082$), suggesting that higher clan culture is associated with higher levels of these other organisational cultures.

Similarly, adhocracy culture (BAC) and hierarchy culture (BHC) show moderate positive correlations with each other ($r = 0.4444$) and with market culture (BMC) ($r = 0.5075$), indicating that these organisational cultures are positively related.

Regression analysis

This regression analysis aims to comprehend how various dimensions of organisational culture, namely clan culture, adhocracy culture, and hierarchy culture, influence different forms of organisational commitment: Affective commitment, Continuance commitment, and Normative commitment. Using multivariate multiple regression, the simultaneous impact of these cultural dimensions was assessed across multiple dependent variables, allowing for a more comprehensive understanding of the dynamics at play. The results of the multivariate multiple regression analysis are presented below:

Table 5: Multivariate Multiple Regression (MMLR) model output

Equation	Obs	Parms	RMSE	"R-sq"	F	P>F
CAC	92	5	0.7751507	0.0943	2.134633	0.0838
CC	92	5	0.9013562	0.0463	0.9953189	0.4149
NC	92	5	0.8409827	0.0835	1.86848	0.1238
	Coefficient	Std. err.	t	P> t	[95% conf. interval]	
CAC						
BCC	-0.3308161	0.2447122	-1.35	0.18	-0.8176266	0.1559944
BAC	-0.3799057	0.3171185	-1.2	0.234	-1.010755	0.250944
BMC	0.8150314	0.3041277	2.68	0.009	0.2100245	1.420038
BHC	0.1658705	0.3064068	0.54	0.59	-0.4436703	0.7754112
_cons	1.729676	1.224382	1.41	0.162	-0.7060088	4.165361
CC						
BCC	-0.3903029	0.2845548	-1.37	0.174	-0.956373	0.1757672
BAC	-0.4000825	0.3687498	-1.08	0.281	-1.133643	0.3334783
BMC	0.5625817	0.353644	1.59	0.115	-0.1409289	1.266092
BHC	0.1253004	0.3562942	0.35	0.726	-0.5834822	0.834083
_cons	3.363188	1.423728	2.36	0.021	0.5309393	6.195437
NC						
BCC	-0.3655243	0.2654951	-1.38	0.172	-0.8936786	0.16263
BAC	-0.6182349	0.3440507	-1.8	0.076	-1.302661	0.0661915
BMC	0.7597381	0.3299567	2.3	0.024	0.1033492	1.416127
BHC	-0.0068346	0.3324293	-0.02	0.984	-0.6681424	0.6544732
_cons	3.924199	1.328366	2.95	0.004	1.281657	6.566742

Source: Research data generated by STATA 17

The regression results in Table 5 show varying relationships between organisational culture dimensions and the types of organisational commitment.

For affective commitment (CAC), clan culture (BCC) and adhocracy culture (BAC) have negative coefficients of -0.3308 and -0.3799, respectively. However, neither is statistically significant ($p > 0.05$), suggesting that these

cultures do not significantly influence affective commitment. In contrast, market culture (BMC) shows a positive, statistically significant relationship with affective commitment (coefficient = 0.8150, $p = 0.009$), indicating that higher market culture is associated with greater affective commitment. Hierarchy culture (BHC) has a positive influence, but its coefficient is statistically insignificant (0.1659, $p = 0.59$), suggesting it has little impact on affective commitment.

For continuance commitment (CC), both clan culture (BCC) and adhocracy culture (BAC) show negative coefficients of -0.3903 and -0.4001, respectively. However, neither is statistically significant ($p > 0.05$), indicating that these cultures do not significantly affect continuance commitment. Market culture (BMC) has a positive coefficient of 0.5626, though it is not statistically significant at the 5% level ($p = 0.115$), implying a weak positive influence. Hierarchy culture (BHC) also shows a positive but insignificant relationship (coefficient = 0.1253, $p = 0.726$), suggesting it has no meaningful effect on continuance commitment.

For normative commitment (NC), clan culture (BCC) has a negative but insignificant coefficient of -0.3655 ($p = 0.172$), meaning that clan culture does not significantly influence normative commitment. Adhocracy culture (BAC) also shows a negative relationship (coefficient = -0.6182) that is marginally statistically significant ($p = 0.076$), suggesting a weak inverse relationship with normative commitment. Market culture (BMC) shows a positive, statistically significant relationship with normative commitment (coefficient = 0.7597, $p = 0.024$), indicating that higher market culture is associated with greater normative commitment. Finally, hierarchy culture (BHC) shows a very small negative relationship with normative commitment (coefficient = -0.0068), which is not statistically significant ($p = 0.984$), suggesting it has no meaningful impact on normative commitment.

DISCUSSION

This study examined the influence of organisational culture on employee commitment in local government authorities in Tanzania. The findings revealed that among the four examined typologies of organisational culture, market culture was statistically significant and positively influenced normative and affective commitment. While other culture typologies, such as adhocracy and clan culture, showed negative results, with no statistically significant influence across all three dimensions of commitment (affective, normative, and continuance). Contrary to Pathan (2022), who views clan culture as a family-like, supportive work environment that fosters stronger emotional attachment and loyalty among employees, clan culture does function as such an environment. However, Xie et al. (2020) highlight that it can also affect the willingness to stay by influencing their organisational commitment and job satisfaction. While Aichouche et al. (2022) found that adhocracy culture increases employees' commitment to challenging goals by providing avenues for innovation and the development of creative solutions to enhance performance, this study found the opposite. This is because Bolat et al. (2011) note that factors such as performance pressure, burnout, ambiguous role, and unstructured responsibility can affect employee commitment. However, Njagi et al. (2020) found that adhocracy had a significant positive effect on strategy implementation, as it enhances employee engagement and loyalty through its empowering environment.

On the other hand, market culture has notably influenced employee commitment in this study. Similarly, Jigjiddorj et al. (2021) agree that market culture fosters more effective employees who are motivated to achieve goals and ensure customer satisfaction. Consistent with this, Ghahramani et al. (2020) show that employee loyalty is positively related to the extent to which market culture is embraced in the organisation.

Furthermore, the results on the hierarchy culture indicate that it does not have a substantial influence on shaping employee commitment in the organisation, despite the emphasis on formal procedures, stability, and control. (Bolat et al., 2011) support the idea that rigid structures limit creativity and affect employee commitment, as hierarchical cultures may not ensure flexibility. These results are contrary to those of Dung et al. (2021), who found that all categories of culture have direct effects on both job satisfaction and commitment in Small and Medium Enterprises (SMEs). The discrepancies in results are due to contextual or sectoral differences between the local government setup and other sectors across the country. Supportively, Triguero-Sánchez et al. (2022) and Jigjiddorj et al. (2021) demonstrate that most employees in local government struggle to leave their institutions due to low salaries, unfavourable working conditions (physical and social), and a rigid organisational structure that affects decision-making within organisational units. This is to say that the nature of cultural dynamics across organisational or national settings can shape and affect employee attitudes and commitment differently within local government authorities. Thus, different organisational cultures may exert different influences on organisational commitment across various local government authorities.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study examines the influence of organisational culture on employee commitment in Tanzania's local government authorities. The study revealed that market culture positively influences commitment, while clan and adhocracy cultures show negative relationships. This suggests that supportive work environments may not necessarily lead to stronger employee bonds. The study also found that in a hierarchical culture, with rigid organisational structures, engaging employees may not be effective, despite offering stability. This study concludes that organisational culture exerts varied effects on employee commitment, highly dependent on the specific cultural type and the institutional setting. The dominance of market culture in influencing commitment implies that local government authorities could benefit from embedding performance-oriented practices. However, the limited impact of other cultural types underscores the need for a nuanced understanding of the interplay between organisational values and employee attitudes. These findings suggest that policy-makers and administrators within local governments need to adapt cultural strategies that align with employee expectations and the operational realities of the public sector to enhance commitment and performance.

Employee commitment in local government authorities remains crucial, as every operation relies on the activities carried out within these units. Therefore, there is still a need for LGAs to foster a collaborative and friendly working culture by involving employees in decision-making, building mutual trust between leaders and employees, and supporting clan culture, as it can create a sense of belonging among employees and a sense of being a valuable resource. On the other hand, to mobilise market and adhocracy culture, local government authorities need to adopt and strengthen modern market-oriented cultural practices, such as competitive benchmarking, data-driven decision-making, customer-centricity, and digital transformation. Additionally, the flexibility of the existing structure, rules, regulations, and procedures will be an effective tool to encourage control and stability by acknowledging the environmental changes that can be affected and/or limited by the hierarchical culture.

Policy and Practical Implications

The results of this study show that organisational culture affects employee commitment differently across Tanzania's LGAs. This is to say, implementation of policies such as Local government Reform Policy, roads and

transport policy, national gender policy, Local government finance policy, community development and public service management policy can be determined by the level of street-level bureaucrats adhering to the culture in place, which attracts their commitment to the implementation. This highlights the need for policy adjustments to address cultural differences, as market culture is found to boost staff commitment levels significantly in LGAs. Subsequently, LGAs should develop policies centred on performance. These can reward achievements such as strong performance, greater efficiency, and fresh innovations. Still, clan and adhocracy cultures showed some negative impacts on commitment. Just creating supportive or flexible work settings does not always build stronger employee ties. Therefore, policies need to incorporate relational support alongside firm performance goals. That helps prevent complacency from setting in. Engagement programs also did not work as well in hierarchical cultures. Rigid bureaucratic structures can actually weaken employees' sense of involvement. This signals a clear push to update administrative processes. Greater autonomy and participation would make a real difference there. In the end, LGAs ought to go with strategies tailored to specific cultures. These should align organisational practices with the local cultural backdrop. That way, employee commitment can grow in meaningful ways, and Institutional performance will improve too.

Limitations and Areas for Further Study

The contribution of this study is significant in improving the enabling culture in local government authorities and fosters commitment among staff in Tanzania. This study is limited to a case study, and therefore, the findings cannot be generalised across LGAs despite the use of quantitative methods. Thus, future researchers may use cross-sectional designs to study multiple Tanzanian LGAs and how their cultures influence employees' contextual commitments. Furthermore, a mixed-methods approach will enhance the validity of the findings, as qualitative insights can help strengthen internal and external policies in Tanzania's LGAs.

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