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Beyond Shared Values: Rethinking Organizational Culture and Employee Commitment through a Communication Lens

Melampaui Nilai Bersama: Mengkaji Semula Budaya Organisasi dan Komitmen Pekerja melalui Lensa Komunikasi

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ABSTRACT

Organisational culture is associated with employee commitment, yet the communicative processes shaping how employees interpret cultural meanings remain insufficiently differentiated. This article develops a communication-centred framework informed by a critical descriptive reappraisal of an earlier survey in Omani governmental institutions. A purposive synthesis of culture, organizational commitment and communicative constitution scholarship is combined with a document-level audit of survey counts, descriptive statistics and regression reporting. The archival source documented 130 questionnaires distributed, 99 returned and 89 usable responses. Reported cultural dimension means ranged from 3.81 to 3.97, while the general commitment mean was 3.632. However, inconsistencies between the documented sample and reported regression degrees of freedom prevent independent verification of inferential findings. The framework proposes four communicative processes—belief articulation, attitudinal expression, value enactment and norm negotiation—and positions communicative consistency as a potential moderator of the culture–affective commitment relationship. Norm negotiation is conditionally associated with normative commitment. Since the original questionnaire measured neither communication processes nor differentiated commitment components, these propositions remain untested. The contribution is a process-oriented theoretical integration that explicitly distinguishes source-reported observations from relationships requiring future empirical validation.

Keywords: *Organisational culture; organisational communication; employee commitment; communicative constitution of organisations; public sector.*

ABSTRAK

Budaya organisasi sering dikaitkan dengan komitmen pekerja, namun proses komunikasi yang membentuk tafsiran pekerja terhadap makna budaya masih kurang dibezakan secara konseptual. Artikel ini membangunkan kerangka berteraskan komunikasi melalui penilaian semula deskriptif terhadap tinjauan terdahulu dalam institusi kerajaan Oman. Sintesis

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literatur terpilih tentang budaya organisasi, komitmen pekerja dan pembentukan organisasi melalui komunikasi digabungkan dengan audit dokumen terhadap bilangan soal selidik, statistik deskriptif dan pelaporan regresi. Sumber arkib melaporkan 130 soal selidik diedarkan, 99 dikembalikan dan 89 boleh digunakan. Min dimensi budaya yang dilaporkan adalah antara 3.81 hingga 3.97, manakala min komitmen organisasi umum ialah 3.632. Walau bagaimanapun, percanggahan antara saiz sampel yang didokumenkan dengan darjah kebebasan regresi menghalang pengesahan bebas terhadap dapatan inferensi. Kerangka ini mencadangkan empat proses komunikasi, iaitu pengartikulasian kepercayaan, penzahiran sikap, pengamalan nilai dan perundingan norma, serta ketekalan komunikasi sebagai moderator berpotensi bagi hubungan budaya organisasi dengan komitmen afektif. Perundingan norma dikaitkan secara bersyarat dengan komitmen normatif. Oleh sebab soal selidik asal tidak mengukur proses komunikasi atau komponen komitmen secara berasingan, proposisi tersebut belum diuji. Sumbangan artikel ialah integrasi teori berorientasikan proses yang membezakan pemerhatian yang dilaporkan dalam sumber arkib daripada hubungan yang memerlukan pengesahan empirikal.

Kata kunci: *Budaya organisasi; komunikasi organisasi; komitmen pekerja; pembentukan organisasi melalui komunikasi; sektor awam.*

1. INTRODUCTION

Organisational culture is widely associated with employee commitment, yet the presence of favourable cultural perceptions does not by itself explain how employees develop attachment to their institutions. Employees may recognise shared values, understand organisational expectations and comply with established norms without necessarily identifying with organisational goals or feeling obliged to remain. The central challenge is therefore not simply whether culture and commitment are associated, but how organisational meanings become credible, relevant and consequential through employees' everyday experiences.

Established scholarship provides an important foundation for this question. Schein (2010) distinguishes espoused values from underlying assumptions, drawing attention to possible differences between what organisations declare and how they operate. Person–organisation fit research links perceived compatibility between individual and organisational characteristics with employee attitudes (O'Reilly, Chatman & Caldwell 1991; Verquer, Beehr & Wagner 2003). Nevertheless, compatibility does not emerge independently of employees' interpretations of organisational practices. Employees must encounter and evaluate institutional values before determining whether those values correspond with their own expectations.

Organisational commitment also requires conceptual differentiation. Meyer and Allen (1991) distinguish affective commitment, reflecting emotional attachment; continuance commitment, reflecting perceived costs of leaving; and normative commitment, reflecting an internalised obligation to remain. This distinction prevents organisational compliance from being mistaken for psychological commitment. An employee may follow institutional procedures without experiencing emotional identification or an obligation to maintain membership. Consequently, an explanation centred only on shared values risks overlooking different bases of organisational attachment.

Recent studies reinforce the importance of context and communication without establishing a single universal mechanism. Jo (2025) examined collaborative culture, empowering leadership and commitment among South Korean public servants, indicating that cultural relationships must be considered alongside organisational conditions.

Efthymiopoulos, Goula and Psychogios (2024) linked organisational silence with less favourable commitment outcomes in a Greek public organisation. These studies demonstrate that culture, communication and commitment are already connected in the literature; their existence makes broad claims of novelty inappropriate.

A more precise theoretical opportunity concerns the processes through which employees encounter cultural expectations. The Communicative Constitution of Organisation (CCO) perspective treats communication as constitutive of organising rather than merely a channel for conveying pre-existing institutional messages (Schoeneborn, Kuhn & Kärreman 2019). In this view, beliefs and values are reproduced, interpreted or contested through explanations, interactions and organisational practices. Yet communication cannot be presumed to produce agreement or stronger commitment: opportunities for expression may expose competing interpretations, while managerial statements may lose credibility when they conflict with observed conduct.

Public-sector institutions provide a relevant setting for this question because formal administrative rules coexist with expectations of accountability, professional conduct and employee participation. These institutional features may shape how explanations, voice opportunities and managerial decisions are experienced. However, the proposed framework is not assumed to operate identically across public organisations or national contexts; such generalisability remains a matter for future research.

This paper addresses a specific integration gap. Existing research examines cultural compatibility, employee voice, behavioural integrity and communication consistency, but these insights can be brought into a more differentiated account of how distinct communicative experiences relate to different commitment components. The proposed framework therefore distinguishes belief articulation, attitudinal expression, value enactment and norm negotiation, while considering communicative consistency as a possible boundary condition. These are theoretically proposed analytical categories, not established CCO dimensions or previously validated measures. In particular, consistency across organisational messages and responses must be differentiated from the narrower alignment between espoused values and managerial conduct (Simons 2002).

The conceptual contribution is therefore not the discovery that communication matters, but the specification of differentiated processes and the limits of their presumed relationships with commitment. This positioning is particularly important given the existing evidence on organisational listening, message consistency and employee voice.

Descriptive evidence from an earlier field survey of Omani governmental employees provides a contextual basis for this conceptual inquiry (Al-Badi 2020). The source reported 130 questionnaires distributed, 99 returned and 89 usable responses, alongside cultural dimension means ranging from 3.81 to 3.97 and a general organisational commitment mean of 3.632. These source-reported figures describe the earlier survey; they do not demonstrate statistically significant differences between constructs. Moreover, inconsistencies between the documented sample and regression degrees of freedom prevent independent verification of its inferential findings. The survey did not separately measure organisational communication or affective and normative commitment. The archival evidence consequently motivates theoretical questions but cannot test the proposed communication framework.

Against this background, the paper addresses two research questions:

RQ1: What descriptive observations and reporting limitations can be established from the documented Omani survey evidence concerning organisational culture and employee commitment?

RQ2: How can a communication-centred theoretical synthesis explain the potential relevance of distinct communicative processes and communicative consistency to different components of organisational commitment?

The article makes three contributions. First, it critically separates contextual descriptive evidence from inferential claims that cannot be independently verified. Second, it integrates organisational culture, CCO and commitment scholarship into four theoretically differentiated communicative processes, linking the first three primarily to affective commitment and norm negotiation conditionally to normative commitment. Third, it advances communicative consistency as a proposed moderator of the perceived culture–affective commitment relationship while acknowledging overlap with established constructs and the need for empirical validation.

The paper proceeds through the literature and framework, methodology, archival results, discussion and conclusion.

2. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.1 ORGANISATIONAL CULTURE AND EMPLOYEE COMMITMENT

Organisational culture shapes how employees interpret institutional expectations and evaluate their relationships with an organisation. Schein (2010) distinguishes observable artefacts, espoused values and underlying assumptions, highlighting potential differences between officially communicated principles and everyday practices. Consequently, favourable cultural perceptions do not necessarily imply equivalent levels of organisational attachment.

Person-organisation fit theory associates compatibility between individual and organisational characteristics with favourable employee attitudes (O'Reilly, Chatman & Caldwell 1991; Verquer, Beehr & Wagner 2003). However, perceived compatibility also depends on how employees encounter and interpret institutional values. Recent public-sector evidence reinforces the importance of organisational context. Jo (2025), examining South Korean public servants, identified relationships among collaborative culture, empowering leadership and organisational commitment, suggesting that culture should be considered alongside managerial and working conditions.

Commitment itself is multidimensional. Meyer and Allen (1991) distinguish affective commitment, reflecting emotional attachment; continuance commitment, reflecting perceived costs of leaving; and normative commitment, reflecting an internalised obligation to remain. These distinctions are important because employees may comply with institutional rules without identifying emotionally with their organisations or feeling obliged to maintain membership.

The culture–commitment relationship therefore requires an explanation that distinguishes perceived cultural characteristics from the processes through which those characteristics become credible and personally meaningful. Organisational communication provides a theoretical perspective for examining this distinction.

2.2 ORGANISATIONAL COMMUNICATION AND MEANING CONSTRUCTION

Organisational communication extends beyond information dissemination and managerial coordination. Izak, Case and Ybema (2024) distinguish approaches involving information transfer, discourse, conversation, narrative and the communicative constitution of organisations. The Communicative Constitution of Organisation (CCO) perspective is

particularly relevant because it conceptualises organisational structures and meanings as constituted and sustained through communication (Schoeneborn, Kuhn & Kärreman 2019).

This perspective suggests that cultural expectations become organisationally meaningful through explanations, interactions and interpretations rather than through formal declarations alone. Nevertheless, constitutive communication does not necessarily produce consensus. Employees may challenge institutional meanings or recognise inconsistencies between organisational statements and observed practices.

Recent empirical research demonstrates both the relevance and complexity of communication-related outcomes. Jin and You (2025) reported that participatory communication, organisational listening and organisational responsiveness were associated with the fulfilment of employees' relational psychological contract, which in turn was linked to a lower intention to report wrongdoing externally. Their findings show that communication practices and employee–organisation relationships have already received empirical attention.

Communication-related relationships may also depend on contextual conditions. Liu et al. (2026) examined managerial communication and work engagement among Chinese public employees, highlighting the relevance of public service motivation and relative deprivation. Hashim and Ahmed (2026) reported no significant direct relationship between communication and employee brand relationship quality in their higher education sample. Although these studies examine outcomes distinct from organisational commitment, they caution against assuming universally positive communication effects.

Accordingly, this paper does not propose communication as an automatically beneficial mechanism. Instead, it examines how distinguishable communicative experiences might shape employees' interpretations of organisational culture and their psychological attachment.

2.3 EMPLOYEE VOICE, CREDIBILITY AND ORGANISATIONAL RESPONSIVENESS

The credibility of organisational communication depends partly on whether employees experience institutional messages as consistent with organisational practices and whether opportunities for expression are meaningful.

Efthymiopoulos, Goula and Psychogios (2024) found that organisational silence was negatively associated with organisational commitment and job satisfaction in a Greek public-sector organisation. Jin and You (2025) similarly demonstrated the relevance of participatory communication, organisational listening and responsiveness to employees' relational psychological contracts. Although these studies examine different mechanisms and outcomes, they show why communication opportunities must be distinguished from employees' experiences of being heard.

Credibility also concerns the enactment of institutional values. Simons (2002) conceptualises behavioural integrity as perceived alignment between managerial words and actions. This provides an established foundation for understanding why declared values may gain or lose credibility through everyday organisational conduct.

However, value enactment and broader communication consistency should not be treated as identical. The former concerns alignment between specific espoused values and managerial behaviour; the latter may involve coherence across messages, explanations, participation arrangements and institutional responses.

Because existing research already examines these characteristics, their integration into a new framework requires conceptual precision rather than claims of complete originality. The

proposed processes must ultimately demonstrate explanatory value beyond established constructs such as employee voice, behavioural integrity and message consistency.

2.4 RESEARCH GAP AND PROPOSED CONCEPTUAL FRAMEWORK

The preceding literature demonstrates substantial existing research on organisational culture, communication and commitment. The remaining theoretical opportunity is therefore specific: to distinguish the communicative processes through which perceived cultural characteristics may become relevant to different psychological forms of organisational attachment.

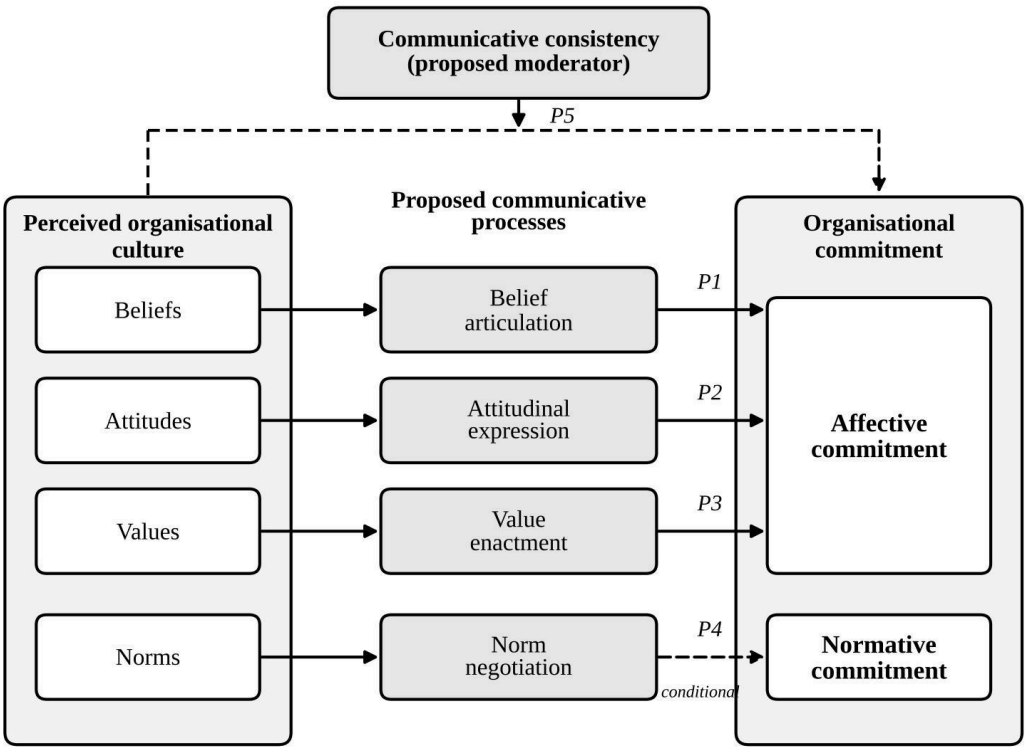
The framework draws on four cultural categories—beliefs, attitudes, values and norms—also used in earlier Omani governmental-sector research (Al-Badi 2020). Their inclusion acknowledges the source of this classification without treating it as a universally validated cultural model. Attitudes, particularly, may reflect employees' evaluations rather than an intrinsic cultural property.

Four communicative processes are proposed. Belief articulation concerns credible explanations of institutional purposes and expectations. Attitudinal expression concerns meaningful opportunities for employee evaluation and voice. Value enactment concerns alignment between declared principles and managerial conduct. Norm negotiation concerns clarification and interpretation of institutional expectations.

These processes are analytically distinguishable but may overlap in practice. They are proposed categories informed by communication scholarship, not established CCO dimensions or variables measured independently in the earlier Omani survey.

The framework differentiates commitment outcomes. Belief articulation, attitudinal expression and value enactment are considered primarily in relation to affective commitment, while norm negotiation is conditionally associated with normative commitment. It also proposes communicative consistency, defined as perceived coherence across organisational messages, supervisory explanations and responses to employee voice, as a potential moderating condition.

Figure 1 illustrates the proposed relationships. The diagram represents theoretical expectations rather than causal pathways demonstrated by the archival survey. Empirical validation will require direct communication measures and differentiated commitment scales.



Solid arrows: proposed relationships. Dashed lines: conditional or moderating relationships.

FIGURE 1. Proposed communication-centred conceptual framework linking perceived organisational culture, communicative processes and organisational commitment.

Note: All proposed relationships require empirical validation.

2.5 DEVELOPMENT OF THEORETICAL PROPOSITIONS

2.5.1 Belief articulation and affective commitment. Clear organisational explanations may help employees understand institutional purposes and evaluate their compatibility with personal values. However, understanding does not necessarily produce identification. The proposed relationship therefore depends on the credibility of institutional explanations and perceived value compatibility rather than information availability alone.

Proposition 1 (P1): Clear and credible articulation of organisational beliefs is expected to be positively associated with affective commitment when employees perceive compatibility between institutional purposes and their personal values.

2.5.2 Attitudinal expression and affective commitment. Employee expression may become relevant to organisational attachment when concerns and suggestions are acknowledged and meaningfully considered. Evidence concerning organisational silence (Efthymiopoulos et al. 2024) and organisational listening (Jin & You 2025) supports the importance of responsiveness. Nevertheless, opportunities for voice may also expose disagreement, and participation should not be equated with commitment.

Proposition 2 (P2): Meaningful opportunities for attitudinal expression are expected to be positively associated with affective commitment when employees perceive organisational responses as attentive and responsive.

2.5.3 Value enactment and affective commitment. Employees may evaluate institutional values through perceived consistency between formal declarations and

managerial conduct. Drawing on behavioural integrity (Simons 2002), value enactment is proposed as a potential source of organisational credibility. The contribution lies in applying this established insight within a differentiated culture–communication–commitment framework.

Proposition 3 (P3): Perceived alignment between espoused organisational values and their enactment in managerial conduct is expected to be positively associated with affective commitment.

2.5.4 Norm negotiation and normative commitment. Norm negotiation involves explaining, interpreting and consistently applying organisational expectations. Although these practices may strengthen perceived legitimacy, legitimate rules do not necessarily produce normative commitment. The latter concerns an internalised obligation to remain, not compliance alone (Meyer & Allen 1991).

The proposed relationship therefore depends on employees interpreting institutional expectations as obligations associated with continued organisational membership. This condition requires independent examination because the internalisation of rules and commitment to remain are conceptually different.

Proposition 4 (P4): Communicative clarification and consistent application of organisational norms are expected to be positively associated with normative commitment when employees internalise those norms as legitimate obligations to remain with the organisation.

2.5.5 Communicative consistency as a boundary condition. Organisational messages may communicate contradictory expectations. An institution may promote employee participation while offering limited opportunities for influence, or emphasise fairness while applying procedures inconsistently. Such contradictions may influence the credibility of otherwise favourable cultural perceptions.

Research on behavioural integrity (Simons 2002) already addresses the perceived alignment between managers' words and deeds. The proposed contribution is therefore narrower: communicative consistency is considered as coherence across several organisational processes, rather than alignment between an individual message and a specific practice.

This distinction remains provisional. Coherence must be differentiated empirically from behavioural integrity, message consistency and responsiveness. Moreover, consistency does not require the suppression of disagreement; credible communication may accommodate constructive criticism.

Proposition 5 (P5): The positive association between favourable perceptions of organisational culture and affective commitment is expected to be stronger under conditions of high communicative consistency, characterised by coherence across organisational messages, managerial explanations and responses to employee voice.

P5 represents a proposed moderation effect, not an empirically demonstrated interaction. Collectively, P1–P5 offer a process-oriented framework for future testing without assuming that communication necessarily strengthens commitment or that the proposed constructs are already validated.

3. METHODOLOGY

3.1 RESEARCH DESIGN AND DATA SOURCE

This study adopts a theory-informed conceptual approach supported by a descriptive reappraisal of existing field-survey evidence. Drawing on the principles of theory synthesis and conceptual model development (Jaakkola 2020), the research integrates organisational culture, organisational communication and employee commitment scholarship to develop a communication-centred framework. The archival component provides empirical context, while the conceptual component establishes theoretically reasoned propositions for subsequent investigation.

The empirical evidence originates from a cross-sectional survey of employees in Omani governmental institutions, documented in earlier academic research (Al-Badi 2020). The original study reported 130 questionnaires distributed, 99 returned and 89 usable responses. These observations belong to the original field survey; no additional respondents were recruited for the present study. The current analysis relies on reported aggregate findings rather than individual-level survey data. Accordingly, its empirical component is descriptive and does not constitute a new field investigation.

3.2 RESEARCH INSTRUMENT AND MEASURES

The original questionnaire comprised 30 items measured using a five-point Likert scale. Organisational culture was represented by four dimensions: beliefs, attitudes, values and norms, each measured using five items. Organisational commitment was assessed using ten additional items.

The original research also reported Cronbach's alpha coefficients for the respective constructs. These coefficients were retained as previously reported reliability indicators but were not independently recalculated because respondent-level observations were unavailable.

Importantly, the survey measured organisational commitment as a general construct. It did not independently distinguish affective, continuance and normative commitment. Nor did it separately measure organisational communication, employee voice or communicative consistency. Consequently, the proposed communication-related processes are treated as theoretical constructs rather than variables empirically observed through the original questionnaire.

3.3 DESCRIPTIVE REAPPRAISAL AND STATISTICAL VERIFICATION

The descriptive reappraisal involved four procedures. First, questionnaire distribution, return and usable-response counts were examined for consistency. Second, respondent characteristics were reviewed, and demographic percentages were recalculated from reported frequencies using the documented usable sample of 89 respondents. Third, published construct means, standard deviations and reliability coefficients were extracted for descriptive interpretation. Where item-level means were available, their arithmetic averages were compared with reported aggregate means to identify potential reporting discrepancies.

Fourth, the internal consistency of the original regression reporting was assessed. Under an ordinary least-squares model with four predictors and an intercept, 89 observations would produce 84 residual degrees of freedom. However, the reported multiple regression contained 140 residual degrees of freedom, implying 145 observations. This inconsistency could not be resolved using the available documentation. The same logic was applied to the reported F and

t statistics, and the standard deviation of commitment implied by the reported regression coefficients was compared with the descriptive standard deviation.

The original regression estimates and significance claims were therefore excluded from inferential interpretation. No replacement regression models, significance tests or unobserved data were generated. Likewise, recalculated averages of published item means were used only as reporting-consistency checks, not as independently verified construct estimates.

3.4 THEORETICAL SYNTHESIS AND FRAMEWORK DEVELOPMENT

The conceptual analysis employed a purposive synthesis of foundational and contemporary scholarship on organisational culture, employee commitment, internal communication, employee voice and the Communicative Constitution of Organisation (CCO) perspective. Foundational studies established the theoretical definitions of culture and commitment, while recent research, particularly from 2023 to 2026, informed the assessment of contemporary communication practices, competing explanations and potential conceptual overlap.

The synthesis proceeded through three analytical stages. First, established theoretical constructs were compared to distinguish perceived cultural characteristics from communicative practices and psychological commitment outcomes. Second, culture and communication scholarship was integrated to formulate four proposed processes: belief articulation, attitudinal expression, value enactment and norm negotiation. Third, these processes were linked conceptually to affective and normative commitment, while communicative consistency was proposed as a potential boundary condition.

Five theoretical propositions (P1–P5) were developed through this integration. Particular attention was given to differentiating value enactment from broader communicative consistency and distinguishing compliance with organisational norms from normative commitment. The literature was selected for theoretical relevance rather than through an exhaustive systematic-review protocol. Accordingly, the synthesis does not claim comprehensive literature coverage or formal systematic-review status.

3.5 INTEGRATION AND METHODOLOGICAL LIMITATIONS

The empirical and conceptual components were integrated at the interpretive level. Descriptive findings from the Omani survey provide contextual evidence concerning perceived organisational culture and general employee commitment, whereas the theoretical synthesis develops communication-related explanations that the original survey was not designed to test.

The study is limited by the unavailability of respondent-level data, incomplete information concerning sampling representativeness, inconsistencies in the original inferential reporting and the non-exhaustive nature of its literature selection. The proposed framework therefore constitutes a theoretical contribution informed by existing empirical evidence, not an empirically validated model.

Future research should independently measure the proposed communicative processes, distinguish the components of organisational commitment and employ appropriate construct-validation and longitudinal or comparative designs to test the proposed relationships.

4. ARCHIVAL RESULTS

This section reports the figures presented in the source document (Al-Badi 2020) in order to address RQ1. The figures in Tables 1 to 3 are reproduced as reported, and the percentages in

Table 1 were recalculated from the reported frequencies. No new estimates are produced. The checks summarised in Table 4 were computed from the statistics printed in the source.

4.1 SAMPLE AND RESPONSE

The source reported that 130 questionnaires were distributed using stratified sampling, 99 were returned and 89 were retained after screening for incomplete responses. These counts correspond to a return rate of 76.2 per cent and a usable-response rate of 68.5 per cent of the questionnaires distributed. Ten returned questionnaires (10.1 per cent of those returned) were excluded. The source did not report the strata, the number or type of institutions, the allocation of questionnaires across strata or any assessment of non-response bias. The representativeness of the sample therefore cannot be evaluated.

4.2 RESPONDENT PROFILE

Table 1 presents the respondent profile. Of the 89 usable respondents, 50 were male and 39 were female. Most respondents (48) were aged 31 to 40 years, and 54 held a bachelor’s degree. Years of experience were spread across the categories, with 28 respondents reporting 6 to 10 years and 28 reporting 16 years or more. Job level was reported in the source only as percentages (employees 64.8 per cent, heads of section 22.1 per cent, heads of department 11.7 per cent and assistant directors 1.4 per cent), without frequencies. These percentages are examined in Section 4.5.

TABLE 1. Respondent profile as reported in the source

Characteristic	Category	Frequency	Percentage
Gender	Male	50	56.2
	Female	39	43.8
Age	30 years or under	14	15.7
	31 to 40 years	48	53.9
	41 to 50 years	25	28.1
	51 years or over	2	2.2
Experience	Fewer than 5 years	12	13.5
	6 to 10 years	28	31.5
	11 to 15 years	21	23.6
	16 years or more	28	31.5
Education	General diploma or less	6	6.7
	Post-secondary diploma	10	11.2
	Bachelor's degree	54	60.7
	Postgraduate degree	19	21.3
Job level	Employee	—	64.8 (as reported)
	Head of section	—	22.1 (as reported)
	Head of department	—	11.7 (as reported)
	Assistant director	—	1.4 (as reported)

Note: Percentages for gender, age, experience and education were recalculated from the reported frequencies (n = 89). Job-level percentages are as reported in the source, which gave no frequencies (— = not reported).

4.3 RELIABILITY

Table 2 reports the Cronbach's alpha coefficients given in the source. The coefficients for the five-item culture scales ranged from 0.776 (values) to 0.843 (norms), the ten-item commitment scale reached 0.803, and the coefficient for the whole 30-item questionnaire was 0.812. The coefficients were retained as reported and not recalculated. The coefficient for the whole questionnaire lies within the range of the subscale coefficients, which is lower than might be expected when positively correlated scales are combined, and the source does not document how it was computed. Moreover, no factor-analytic evidence was reported, so the coefficients cannot be taken as evidence that the four cultural dimensions and commitment are empirically distinct constructs.

TABLE 2. Reliability coefficients (Cronbach's alpha) as reported in the source

Scale	Items	Alpha
Beliefs	5	0.826
Attitudes	5	0.833
Values	5	0.776
Norms	5	0.843
Organisational commitment	10	0.803
Whole questionnaire	30	0.812

Note: Coefficients are reproduced from the source and were not recalculated.

4.4 DESCRIPTIVE STATISTICS

Table 3 presents the means and standard deviations reported in the source. Applying the interpretive bands used there (1.00 to 2.33 low, 2.34 to 3.66 moderate and 3.67 to 5.00 high), all four cultural dimensions fell in the high band, with means between 3.81 and 3.97. Norms had the highest mean (M = 3.97, SD = 0.754) and attitudes the lowest (M = 3.81, SD = 0.843). General organisational commitment fell in the moderate band (M = 3.64, SD = 0.869). The source did not report item-level means, so the comparison of item averages with aggregate means described in Section 3.3 could not be carried out.

TABLE 3. Descriptive statistics as reported in the source (five-point scale)

Variable	Mean	SD	Level
Beliefs	3.82	0.927	High
Attitudes	3.81	0.843	High
Values	3.89	0.842	High
Norms	3.97	0.754	High
Organisational commitment	3.64	0.869	Moderate

Note: Levels follow the bands used in the source: 1.00–2.33 low, 2.34–3.66 moderate, 3.67–5.00 high. SD = standard deviation.

This descriptive contrast should be read cautiously for three reasons. First, the commitment mean lies only 0.03 below the lower bound of the high band, so its classification as moderate rather than high depends on the banding rule. Second, culture (20 items) and commitment (10 items) were measured with different researcher-made scales, and the source reports no test of the difference between their means; none is attempted here. Third, all responses came from the same respondents at one point in time, so response tendencies may affect both sets of ratings. The pattern is therefore a contextual observation that is compatible with the argument in Section 1, namely that favourable cultural perceptions do not by themselves explain attachment. It is not evidence of a gap between culture and commitment.

4.5 REPORTING-CONSISTENCY CHECKS

Table 4 compares the statistics printed in the source with the values expected if the analyses had been run on the documented 89 usable questionnaires. In a regression with four predictors and an intercept, 89 cases leave 84 residual degrees of freedom. The reported F of 44.19 with $R^2 = 0.558$ implies 140 residual degrees of freedom, that is, 145 cases; with 89 cases the same R^2 would give an F of about 26.5. The t values of the four simple regressions (9.978 to 12.524) likewise imply about 143 residual degrees of freedom, whereas 89 cases would give values of roughly 7.8 to 9.8.

The job-level percentages point in the same direction. They correspond to approximately 94, 32, 17 and 2 respondents out of 145, but to non-integer counts (57.7, 19.7, 10.4 and 1.2) out of 89. In addition, 145 exceeds the 130 questionnaires reported as distributed. Finally, the unstandardised coefficients, correlations and predictor standard deviations in the source imply a commitment standard deviation of about 0.80 in every simple regression, whereas Table 3 reports 0.869. This suggests that the descriptive statistics and the regression results may not derive from the same data set.

TABLE 4. Reporting-consistency checks on the statistics printed in the source

Check	Reported in source	Expected if n = 89	Implied by reported values
Residual df, multiple regression	—	84	140 (n = 145)
F, multiple regression (R^2 = 0.558)	44.19	26.5	Consistent with n = 145
t, beliefs (R^2 = 0.460)	11.043	8.6	df ≈ 143
t, attitudes (R^2 = 0.510)	12.199	9.5	df ≈ 143
t, values (R^2 = 0.523)	12.524	9.8	df ≈ 143
t, norms (R^2 = 0.410)	9.978	7.8	df ≈ 143
Job-level counts (employee; section head; department head; assistant director)	64.8%; 22.1%; 11.7%; 1.4%	57.7; 19.7; 10.4; 1.2	94; 32; 17; 2 (n = 145)
Cases compared with questionnaires distributed	89 usable; 130 distributed	≤ 130	145 (> 130)
SD of commitment	0.869 (Table 3)	0.869	≈ 0.80 in all four simple regressions

Note: Expected values assume ordinary least squares with four predictors and an intercept (multiple regression) or one predictor (simple regressions). Implied degrees of freedom were derived from the reported F and t statistics and R^2 values. Implied SD = B × SD of predictor ÷ r.

None of these discrepancies can be resolved with the available documentation, because respondent-level data were unavailable. The regression estimates and significance claims in the source are therefore not interpreted in this article, and no replacement estimates are generated.

4.6 SUMMARY OF THE ARCHIVAL EVIDENCE

In response to RQ1, the source establishes the following descriptive observations: a documented usable sample of 89 respondents, high ratings of the four cultural dimensions (means from 3.81 to 3.97) and a moderate rating of general commitment (M = 3.64). It also reveals several reporting limitations: undocumented sampling procedures, validity evidence limited to expert review and reliability coefficients, and unresolved inconsistencies between the documented sample and the inferential statistics. These limitations determine how the archival evidence is used in the remainder of the article, namely as context for the conceptual questions and not as a test of them.

5. DISCUSSION

5.1 INTERPRETING THE ARCHIVAL EVIDENCE

The archival evidence supports only a limited reading. Employees in the surveyed institutions rated the four cultural dimensions highly and rated their own commitment somewhat lower, but the difference is small relative to the banding rule, is untested and may partly reflect the use of different scales. It would be unwise to treat this pattern as a finding. Its value lies in the question it raises, which is the starting point of this article: if favourable perceptions of culture are common, what accounts for differences in attachment? An answer centred only on

shared values would leave this question open, since employees may recognise institutional values and expectations without identifying with them (Schein 2010; Meyer & Allen 1991).

The reporting inconsistencies carry a separate lesson. Because the regression statistics cannot be reconciled with the documented sample, the strong association between culture and commitment reported in the source cannot be relied upon, and the framework has deliberately not been built on it. It rests instead on theoretical reasoning and the wider literature, with the archival survey serving as context.

5.2 THEORETICAL CONTRIBUTIONS

The first contribution is the separation of descriptive context from inferential claims that cannot be verified, which keeps the framework explicit about what the archival source can bear. The second is the differentiation of four communicative processes, namely belief articulation, attitudinal expression, value enactment and norm negotiation, each linked to a form of organisational attachment. The linkage matters because the processes need not work in the same way. Explanations, voice and the visible enactment of values may matter for emotional identification (P1 to P3), whereas the clarification and consistent application of expectations may matter for felt obligation only where employees internalise them (P4). The third contribution is the proposal that communicative consistency conditions the association between perceived culture and affective commitment (P5).

These contributions are conditional. Work on organisational silence (Efthymiopoulos, Goula & Psychogios 2024), organisational listening (Jin & You 2025) and behavioural integrity (Simons 2002) already addresses neighbouring constructs. The proposed processes will be worth retaining only if future evidence shows that they add explanatory value beyond those constructs; if they do not, the framework should be reduced to them. The Omani public sector, where formal rules coexist with expectations of accountability and participation, is a suitable setting for such tests, although the framework is not assumed to apply identically elsewhere.

5.3 IMPLICATIONS FOR RESEARCH

Testing the propositions requires direct measures of the four communicative processes and of communicative consistency, validated through exploratory and confirmatory factor analysis and checked for discriminant validity against employee voice, behavioural integrity and message consistency. Commitment should be measured with an established multidimensional instrument, such as the three-component scales associated with Meyer and Allen (1991), so that affective and normative commitment can be separated. Testing P5 requires an interaction or multi-group model estimated on an adequately powered sample with a documented sampling frame and, preferably, data from more than one source or time point. The reporting problems encountered here also suggest a minimum standard for future survey studies: retaining the respondent-level data file, reporting the number of cases used in every analysis and making the data available for verification.

5.4 IMPLICATIONS FOR PRACTICE

Because the propositions are untested, practical implications are tentative. If the propositions are supported, they would suggest that public institutions look beyond the existence of declared values to how those values are explained, discussed and enacted, and that they check the coherence between what is announced, what supervisors explain and how employee voice is answered. Institutions might also treat favourable cultural ratings as a starting point for

diagnosis rather than as evidence of strong attachment, and monitor commitment separately. Such measures should be piloted and evaluated before they are widely adopted.

6. CONCLUSION

6.1 CONCLUSION

This article developed a communication-centred framework for examining how employees come to find organisational culture credible and consequential for their commitment. Informed by a descriptive reappraisal of an earlier survey in Omani governmental institutions, it proposed four communicative processes, a differentiated link to affective and normative commitment, and communicative consistency as a boundary condition (P1 to P5). The archival evidence established a documented usable sample of 89 respondents, high ratings of the four cultural dimensions and a moderate rating of general commitment. It could not support inferential claims, because the reported regression statistics are inconsistent with the documented sample. The propositions are therefore theoretical and require empirical validation.

6.2 LIMITATIONS

Several limitations apply. First, respondent-level data were unavailable, so descriptive statistics and reliability coefficients could not be recalculated and the discrepancies in Section 4.5 could not be resolved. Second, the source used researcher-made scales whose validity rests on expert review and reliability coefficients, without factor-analytic evidence. Third, the sampling procedure, the institutions and non-response were not documented, and the sample was small, which limits generalisation to Omani government institutions. Fourth, the source measured commitment as a single construct and did not measure communication, so it cannot test the framework, and its data were collected for a study completed in 2020 and may not reflect later organisational changes. Fifth, the survey was cross-sectional and relied on self-reports from the same respondents, so common method bias may affect any association between the constructs (Podsakoff et al. 2003). Sixth, the literature synthesis was purposive and not exhaustive, and the four cultural categories are a pragmatic classification that may overlap; attitudes, in particular, may reflect employees' evaluations rather than a property of culture.

6.3 DIRECTIONS FOR FUTURE RESEARCH

Future research should develop and validate measures of the four communicative processes and of communicative consistency, and should measure commitment with differentiated scales. The propositions should be tested with adequately powered, probability-based samples across ministries and public authorities, using longitudinal or multi-source designs. Studies should also compare the framework against established constructs such as employee voice, behavioural integrity and message consistency, and examine other elements of the work environment, including leadership style, as alternative explanations or additional moderators.

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