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## ORGANIZATIONAL CULTURE DIMENSIONS AND EMPLOYEES' COMMITMENT

Presently, new issues are emerging in the area of employee commitment which is potentially impeding the performance of the majority of firms. This study seeks to investigate the effect of organizational culture (reward system, communication, and teamwork and management support) on employee commitment from the perspective of multiple Industries in Lagos State, Nigeria. The study is anchored on descriptive research design and the data were collected using cross-sectional survey methods from two hundred and sixty-nine (269) valid questionnaires. The data collected were analyzed with Pearson Product Moment Correlation and was further used to test the formulated hypotheses. The findings of the study showed that all the components of organizational culture are significantly related to employee commitments. On this basis, the study recommends that organizations should ensure that policy measures are put in place to guarantee that organizational culture dimensions are significantly improved upon in organizations in order to stimulate employees' commitment.

**Keywords:** organisational culture, reward system, communication, teamwork, management support employee commitment.

### 1. INTRODUCTION

There have been several debates in the literature on strategies and variables that may be used in the process of establishing and operating a functional and productive organization. Central to these variables birthed the concept of organizational culture and employee commitment (Acquah, Sarkodie, Baffoe, Lennox, Amon, Nunoo, 2020). The level of employee commitment and loyalty to their jobs can be reinforced through positive organizational culture which is usually evident in employees' feelings of pride, social inter-connectedness, entertainment and honour (Al-Roweitei, 2004; Agwu, 2013). Over the years, employee commitment had been a major focus in management and business research due to its capability and potentials of influencing labour turnover, performance and employee productivity. Acquah et al. (2020) observed that the willingness of employees to remain with a company can be measured by their level of commitment. Thus, employee

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commitment reflects the belief employees have in the vision, mission and goals of the organization which in effect can be applied towards striving for goals and objectives achievement (Newstrom, Davies, 2002; Niacker, 2008).

In today's competitive business environment, new challenges in the area of employee commitment is beginning to spring up which perhaps affects organizations from performing at maximum efficiency (Acquah et al., 2020). In many organizations, several ill-defined cultural practices have resulted to corruption, nepotism, and lack of transparency/accountability, inefficiencies, low productivity and misappropriation of corporate funds (Agwu, 2013). The absence of strong organizational culture has exposed most organizations to social vices that may affect employee commitment negatively and level of involvement in policy implementation.

Consequently, Al-Roweitei (2004) reports that reinforcing employee commitment can only be achieved through positive organizational culture. Organizational culture had been an important concept and strategy in bringing out desired outcome from employees such as commitment, satisfaction, loyalty, and turnover (Acquah et al., 2020). Nonetheless, studies have contended that organizational culture could exert substantial influence on employee commitment. Some are of the opinion that organizational culture is capable of influencing the thoughts, and feeling of employees (Acquah et al., 2020; Deal, Kennedy, 1982; Peters, Waterman, 1982). The study of Boon and Arumugam (2006) revealed that there is a significant relationship between organizational culture and employee commitment of semi-conductor organizations in Malaysia. In order words, when there is a successful implementation of organizational culture, then employees are more likely committed to their work which further bring about change initiatives in organizations. Researchers such as Meyer and Allen (1991), Ricardo and Jolly (1997), Lau and Idris (2001) and Adekola (2012) among others, identified and validated various dimensions of organizational culture to be: Training and development; reward/recognition; communication; innovation and risk taking; decision making; learning; team work; fairness and consistency. However, the study of Naser (2016) reported that only four dimensions of organizational culture namely: reward system, communication, team work and management support have significant impact on employee commitment. Hence, these four dimensions have been adopted for this study.

Despite the pool of literature on organizational culture and employee commitment, most of these literature focused on the holistic and combined effect of organizational culture on employee commitment (Boon, Arumugam, 2006; Drenth, Thierry, Wolf, 1988; Nystron, 1993; Akinbayo, 2010), whereas there is dearth of investigation on how each of these dimensions of reward system, communication, team work and management support can exclusively influence employee commitment and most especially from the multiple Industry perspectives in developing economies.

Therefore, this study seeks to determine the relationship between organizational culture on the strength of reward system, communication, and teamwork and management support and employee commitment from the perspective of multiple Industries in Lagos State, Nigeria.

The following research questions have been coined to address the study's perceived problem statement:

### **1.1. Research questions**

- i. What relationship exists between reward system and employee commitment?
- ii. What relationship exists between communication and employee commitment?

- iii. What relationship exists between team-work and employee commitment?
- iv. What relationship exists between management support and employee commitment?

## 2. LITERATURE REVIEW

### 2.1. Conceptual framework

#### 2.1.1. Organizational culture

Organizational culture does not have a single meaning or definition. The subject has been researched from several perspectives, from fields of sociology, anthropology down to applied disciplines of management science and organizational behavior. The following concepts are views of authors from the fields of applied sciences, and are more applicable to the scope of this study.

Robbins (2000) postulates that as a concept, culture has had a long and tested history. Some organizational researchers and managers have used it in the last decade to suggest the environment and procedures that companies build around their conduct of people or to refer to an organization's espoused values and credo.

Schein (1999) defines culture as a sequence of common basic principles developed by the group as it solved external adaptation and internal integration issues that have worked well enough to be considered valid, and thus the new members guided to perceive, think and incorporated into it.

Mullins (1999) defines organization culture as a collection of activities, values, opinions, strategies, and attitudes that provide a dominant context for what an organization does and thinks. Aswathappa (2003) refers to culture as a "complex whole of knowledge, belief, art, beliefs, law, custom and other skills and habits acquired by man in a society." While Collins and Porras (2000) note that organizational culture is a system of common sense kept by members that distinguishes one organization from another. They accept that these common definitions are a set of key features, which include and that seven primary features can capture the corporate values and essence of an organization's culture. Such characteristics are **Innovation and risk-taking** i.e., the degree to which staff are empowered to be inventive and take risks; **Attention to detail**, the degree to which professionals are predictable demonstrates a thorough understanding of correctness and meticulous attention to detail.; **Outcome orientation**, the extent to which management focuses on outcomes or performance rather than the strategies and procedures used to achieve such outcomes; **People orientation**, the extent management decisions take into account the effects of outcomes on people within the company; **Team orientation**, effectiveness of tasks coordinated around teams and not individuals; **Aggressiveness**, i.e., the degree to which individuals are competitive towards organisational goals and **Stability**, the degree to which organizational operations stress the preservation of the status quo as opposed to development. Each of these features occurs on a scale from low to high. The organization's assessment of these seven elements offers a composite image of the company's culture.

Moorhead and Griffin (1995), developed some cultural principles, which are either general or specific to peculiar situation. These values help staff understand how to act within organizations (Moorhead and Griffin 1995).

## **2.2. Dimensions of organizational culture**

As defined by Naser (2016), the four dimensions of organizational culture that have the greatest impact on the behavior / commitment of employees includes communication, rewards recognitions, training and development, etc.

### *2.2.1. Teamwork*

For productivity and the organizational commitment of workers in contemporary workplaces, the concept of teams and teamwork is increasingly relevant (Adebanjo, Kehoe, 2001). Teamwork facilitates the fulfillment of affiliate needs within the work environment and has been directly linked to organizational engagement (Karia, Asaari, 2006). A case study by Osland (1997) in Central America shows that working together within a production unit contributes to improved workers attitudes. Anschutz (1995) concluded that teamwork commitment, continuous learning and flexibility were the key drivers of organizational performance in establishing a partnership between workers and managers. Karia and Ahmad (2000) examined the impact of the Empowerment and Teamwork (E&T) practices on 104 workers in five Malaysian public and private organizations who have adopted some sort of E&T practices; they noted that an organization with a certain degree of teamwork experienced an increase in the organizational commitment of its employees. Silos (1999) said that how people work together is the key to Japanese success and also suggested that teamwork contributes to more dedication and employee involvement within the company.

### *2.2.2. Organizational communication*

Organizational communication refers to the process by which individuals and entities function in a variety of ways and at different locations to achieve organizational goals (Brunetto, Farr-Wharton, 2004). Several authors note that communication is important for strengthening employee commitment and producing positive results (Goris et al., 2000). Stuart (1999) argued that communication can affect the morale of workers, which in turn affects the commitment of the organizations. In addition, organizational engagement is greatly influenced by the way the organizational goals are communicated to employees-and the role of employees in advancing these goals. Robbins (2001) suggested that there is a connection between the quality of the contact between employee-management and the resulting degree of employee engagement and commitment.

### *2.2.3. Organizational reward systems*

Employee engagement is one of the main factors influencing the performance of every company. Organizations rank in the top percentile with a motivated workforce. The factors that motivate people at work are incentives, job characteristics, pay, training and growth, job security, working conditions, acknowledgement and appreciation, performance assessment, leadership, promotion, etc. Financial incentives are a standard way of rewarding staff. But there are other variables that influence the degree of motivation of the employees in addition to wages. Depending on the individual, there are different needs of the employees to be met in order to bring more effort into their work.

### *2.2.4. Management support*

Management support for employees plays an important role in employee commitment. Both non-profit and for profit organizations need effective managers or leaders to motivate employees (Drucker, 1992). Employees see the managers who evaluate their commitment

and report to higher level management as representatives of the organization. As a result, employees perceive the support from their managers as management support (Eisenberger, 2002). Employees who consider their manager to be qualified, trustworthy, and whose managerial style they like are more inclined to share the organization's values and objectives, and to value the organization (Gaertner, Nollen, 1989; Benkhoff, 1997). Managers with a democratic management style involve employees in the decision-making process and as a result employees show better commitment (Savery, 1993; Dick, Metcalfe, 2001). Research shows that there is a linear positive relationship between management support and employees' commitment: the higher the level of management support that employees feel they receive, the higher their levels of employees' commitment (Porter, Steers, Mowday, Boulian, 1974; Dick, Metcalfe, 2001). Conversely, lower levels of management support reduce employees' commitment, lower levels of performance and higher levels of turnover, absenteeism, and stress (Shanock, Eisenberger, 2006). Bureaucratic organizations, in which management support is by definition low, have relatively low levels of employees' commitment (Dick, Metcalfe, 2001).

Training and development can be defined as the process of providing employees with new skills or supporting those deficiencies in correct performance (Poh, 2001). Past research studies have provided substantial evidence that training and development foster skills advancement and lead to greater commitment, well-being and sense of belonging, thus directly enhancing the company's competitiveness (Acton & Golden, 2000). Bartlett (2001) investigated the association between employee attitudes towards training and organizational engagement with a study of 337 registered nurses from five hospitals, using the social exchange hypothesis as a guide for the relationship research. He found that the perceived access to training, the social impact of training, the incentive for learning and the perceived benefits of training lead to organizational commitment in a positive way. An efficient training and development plan will create more favorable attitudes and loyalty for staff, according to Cherrinton (1995), and enable employees to strengthen and promote themselves. Furthermore, Deming (1986) emphasized the importance of training and growth for continuous updating and improvement, identifying one source of human motivation at work as intrinsic motivation: the desire to grow; to learn and to improve oneself. Cherrington (1995) also found that most learning environments are profoundly improved due to the satisfaction and commitment associated with the production of new knowledge or skills.

### **2.3. Employees' commitment**

The devotion of employees relates to the feeling of voluntary participation in organizational activities by employees. Commitment is a method of recognizing workers with organizational priorities that may have several constituencies on the top management, shareholders, unions, and or the general public of the company (Cooper, 2001). Omoniyi and Adedapo (2012) described commitment as a force that binds a person to a course of action related to a particular objective; while Cooper in the same year described commitment as 'the mechanism by which the interests of an entity and those of its individual become increasingly combined or congruent;' which also conveyed that it requires the readiness of workers to achieve goals in collaboration with others through their individual employment.

Therefore, employee commitment is characterized as the intensity of individual identification with and participation in a specific organization (Omoniyi, Adedapo, 2012).

Robbins (2001) also defined employee commitment as 'a situation in which the employee identifies with a particular organization and its goals and wishes to remain a member of the organization'.

Omoniyi and Adedapo (2012) reported that it can be assumed that greater employee commitment with the company increases job satisfaction which in return increases individual efficiency. They also demonstrated that dedication decreases turnover and improves efficiency. Employees with high organizational commitment are thought to work harder to contribute to the success of the company.

In this case, Liou (2008) attributes an organization's success to the commitment and involvement of employees. She said a high atmosphere of commitment improves retention rates for staff, decreases operating costs and enhances employee efficiency and productivity. Newstrom and Davies (2002) define employee commitment as the degree to which an employee identifies with the business and wishes to continue to participate actively. It is a measure of the willingness of workers to stay with an organization in the future, like a strong magnetic force that attracts one metallic object to another. This also reflects the employees' faith in the purpose and objectives of the organization, the willingness to invest effort in its achievement, and the desire to continue to work there. Long-term staff, those who have had personal success in the business and those who work with a dedicated community of employees are usually more engaged. Luthans (1995) explains that organizational commitment as an attitude is most frequently described as:

- i. A desire on behalf of the company to exert high levels of effort;
- ii. A deep desire to remain a part of a given organization;
- iii. Confidence in the beliefs and value of the company and its goals

It has been accepted that commitment is a vital ingredient of organizational culture and it is an attitude regarding the employees loyalty on the organisation and of course the mechanism for those that are participants in the workplace showing how they communicate their need to the organisation. Various personal (age, organizational tenure, and systems such as positive or negative affectivity, or internal or external control attributions) and organizational (Job design and leadership style of the supervisor) variables assess the attitude of organizational commitment. After making the initial decision to join an organization, non-organizational variables, such as the availability of alternatives, can also affect subsequent participation. A three component model proposed by Meyer and Allen (1996) is gaining that support because of this multidimensional nature of organizational commitment. As follows, the three dimensions are:

- ***affective commitment*** includes the emotional connection of workers to, affiliation with, and participation in the organization;
- ***continuance commitment*** requires dedication depending on the costs associated with the employee leaving the company; and
- ***normative commitment*** requires the feelings of responsibility of the workers to remain within the organisation.

Pareek (2004) defines organizational commitment as the sense of continued association with the organization by an individual, appreciation of the values and goals of the organization and willingness to help the organization achieve those goals and values.

Dedicated staff, according to Madigan, Norton and Testa (1999) should work diligently, conscientiously, have value, endorse the company's programs or goods and seek quality improvement. In exchange, they expect a working environment that promotes growth and

empowerment, enables a better balance between work and personal life, provides the resources needed to meet the needs of customers, and provides their education and training as well as that of their colleagues.

Hellriegel (2001) stresses that organizational commitment goes beyond loyalty to or active contribution to the achievement of organizational objectives. Organizational commitment indicates a wider approach to work than satisfaction with work because it refers to the whole company rather than just the task. Moreover, commitment is usually more enduring than satisfaction, since it is less likely to be modified by everyday events.

## **2.4. Theoretical framework**

### *2.4.1. Social Exchange Theory of Commitment*

Social Exchange Theory (SET) is one of the most common Employee Commitment Theories. SET describes the development of obligations through interactions between parties in a state of mutual interdependence. SET's basic concept is to build overtime relationships into anticipation, trustworthy and reciprocal commitment as long as both parties follow such exchange rules. The rules of exchange contain principles of mutuality, such that one party's actions contribute to reaction by the other party. Let's suppose, when employees are given economic and other resources by their employers, they feel appreciated by responding kindly and recompense employers.

It is known as employee commitment between workers and employers in a two way relationship. One way is from the employee side to reimburse their employers by job engagement degree. Organizations will completely put workers into their work characters or positions, and devote more physical, cognitive, and emotional resources to them. Responding to employers' behavior is a psychological approach for workers. Employees are most difficult to improve their level of performance; thus, employees should trade their commitment for organizational benefits and resources. The theory of social exchange shows why workers get engaged and disengage with their employment and employers. If a company provides its workers with resources, they feel appreciative of reimbursing employers with excessive engagement.

According to Kahn's description, workers feel grateful and hold themselves more intensively in the performance of their job roles as reward for their employers (Saks, 2016). It increases the connection of trustworthiness and trust. Therefore, workers with a higher degree of engagement are likely to have a strong quality relationship with their companies, and would like to report to employers' positive actions and objectives. In comparison, when employers fail to offer certain opportunities or services to the workforce, they are more likely to disengage from their job positions. Accordingly, the degree to which an employee requires cognitive, emotional, and physical support depends on economic and socio-emotional services obtained from employers (Saks, 2016). The literature clarified the value of involving workers in work.

The organization's productivity relies on employee satisfaction or well-being, according to Xanthopoulou et al (2015). If wellness is positive and operational, it would have a positive impact on employee engagement, which will enable employees to perform according to organizational standards and goals. The theory of social exchange was used to explain how obligations produced by interactions between parties, which are in the state of mutual interdependence, embrace some sort of exchange, re-engage and commit in an

organization. The interdependence here was the employer-employee relationship, and how they embrace the three modes of exchange under review.

## 2.5. Empirical review

### 2.5.1. Organizational reward system and employee commitment

Some previous studies were examining the effect of affective behavior as a mediator across different variables. Dinc and Plakalovic (2016) examined the mediating role of an affective commitment between climate care and employee performance. Camelo-Ordaz et al., 2011, discovered that HRM activities do not directly affect information exchange but have a positive effect on it by mediating the role of affective commitment. Martin-Perez and Martin-Cruz further discussed the role of affective involvement as mediator between organizational incentives and information transfer. This research explores the indirect effect of organizational incentives on organizational efficiency through an affective intermediary commitment (Camelo-Ordaz et al., 2011; Dinc, Plakalovic, 2016; Martin-Perez, Martin-Cruz, 2015).

Rewards provide a solution to inspire and direct employee behaviour. Hence, incentives create affective loyalty by inspiring employees to put their energies into the company and dedicate their time to it (Martin-Perez, Martin-Cruz, 2015; Mowday et al., 1979).

In all organizations, incentives / rewards play an important role in creating and sustaining the affective commitment that enhances employee efficiency and job stability (Malhotra et al., 2007; Wang, 2004; Young, Worchel, Woehr, 1998). Organizational incentives / rewards / bonuses provide both advantages to their organizations' employees (Herzberg, 1966; Kalleberg, 1977; Mottaz, 1988). Similarly, Shannawaz and Hazarika (2004) evaluated organizational culture on OCTAPACE Scale of Pareek (1997) in two hospitals and established dimensions of organizational culture as substantial predictors of organizational commitment.

In a study designed to assess the impact of reward and recognition on job satisfaction and employee motivation in both private and public sector organizations in Pakistan, Danish and Usman (2010), it was found that rewards and recognition contributed positively to motivation. They concluded that good reward / incentive management leads to increased employee productivity and commitment. These findings are similar to the results of Ghorbani and Ladoni (2013), who conducted a survey of 84 manufacturing managers, marketing managers and senior managers from home appliance companies in Iran to evaluate the effect of system incentive mechanisms on the development of new products. Their study results showed that a positive and statistically significant correlation existed between reward management and the development of new products.

They concluded that managers can influence the development of new products through the joint creation, implementation, and design of successful incentive systems. In a study of 84 employees of the Kenya Power and Lighting Company (KPLC) in Nakuru, Njanja et al. (2013) examined the impact of compensation on employee efficiency. The results of the study found that financial compensation had no substantial effect on the productivity of workers. The study concluded that businesses should aim to take into account the needs of their employees to incorporate the right motivational strategies.

Dalvi and Ebrahimi (2013), among 180 Isfahan food industry managers in Iran, examined the impact of reward on sales and marketing cooperation. The findings from their study showed that sales and marketing department organizational benefits had a negative



effect on the employees' morale. They came to the conclusion that organizations should build their compensation plans based on an employee's ability, dedication and productivity to reduce organizational conflicts. Furthermore, they indicated that incentive systems should be tailored to meet the needs of workers. Roberts (2005) found that a positive relationship exists between rewards, recognition and motivation in an analysis of the relationship between rewards, recognition and motivation of 1373 insurance company employees in the Western Cape. He concluded that businesses should review their current incentive systems to ensure greater employee engagement and enhanced work performance.

In a study of 100 employees who were randomly selected from two tourism businesses in Malaysia, Gohari et al (2013) explored the relationship between rewards and employee efficiency. Their study results showed a good relationship between the incentives and the employees' performance. The study concluded that managers should consider employees' incentive needs before introducing any compensation management strategy to increase their motivation while ensuring that their organizations achieve their objectives. Similarly, in a survey of 1000 workers from various industries in Korea, Joo (2010) explored the impact of the perceived organizational learning culture on organizational participation. Study results have shown that the organizational learning culture has an important impact on organizational involvement. He concluded that managers and human resource professionals can strengthen employee organizational commitment by designing, developing and implementing the required human resource strategies. Hence, the following null hypothesis was developed:

H<sub>0</sub>: There is no significant relationship between reward system and employee commitment.

H<sub>1</sub>: There is significant relationship between reward system and employee commitment.

#### *2.5.2. Communication and employee commitment*

Employee commitment cannot be effective to the extent of contributing very well to the achievement of an organisation if there is little or no effective communication. This means that the levels both horizontal and vertical communication must be taken seriously for the efficiency of operation in an organisation. If need be, let there be decentralization depending on the structure of the organisation to allow free flow of communication from the top to bottom as well as from one functional level to the other, this encourages smooth operation and relationship within the organisation and between persons (Miller, 1993). It reduces noise and other irrelevant things that are capable of truncating the goal of the enterprise. Effective communication enhances commitment and brings job satisfaction at all level of the organisation. Hence, the following null hypothesis was developed:

H<sub>0</sub>: There is no significant relationship between communication and employee commitment.

#### *2.5.3. Teamwork and employee commitment*

In a study conducted by Boakye (2015), using Komfo Anokye Teaching Hospital and Ejisu Government Hospital on the effect of teamwork on employee performance, several team performance measures were examined including team confidence, acknowledgement, and rewards. To evaluate the relationship between the two variables, that is, teamwork and organizational efficiency, the analysis used correlational techniques. The study found that teamwork contributed positively and significantly to success in the organization. In another

report, Manzoor, Ullah, Hussain and Ahmad (2011) used the staff of the higher education department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan to work on the impact of teamwork on employee results. The study that was developed as a descriptive survey design found that the relationship between teamwork and employee performance is positive and important.

In a study of Jones, Richard, Paul, Sloane, and Peter (2007) on the impact of team building in the organization, it was found that as compared to individual effort, workers working within the team would generate more production. Also, in another study by Ingram (2000) on linking teamwork to success, it has been found that a successful manager is the one who assigns tasks in a group or team type to his / her employees in order to take the full production from the employees. In another study conducted by Conti and Kleiner (2003) about how teamwork in an organisation can be strengthened, it was found that teams offer greater commitment, challenges and a sense of achievement. It was concluded that team organizations would recruit and retain the best individuals as workers.

Walid and Zubair (2016) carried out a study on the influence of successful teamwork on employee performance in a related growth, using the entertainment company as the study area in Kuala Lumpur, Malaysia. The analysis followed descriptive research design as well as exploratory design. The outcome showed that good communication, confidence level, leadership and transparency have a positive and important impact on the performance of employees, while intrapersonal skills and cohesion have no impact on the performance of employees. Similarly, Agwu (2015) conducted a study in the Liquidified Natural Gas Plant, Bonny, Nigeria to evaluate the impact of teamwork on employee efficiency. Descriptive research architecture was accepted in the report. Data analysis findings suggest that there is a major connection between teamwork and the success of employees. It was concluded that it is important to maintain the current team building in the factory.

Ooko (2013) conducted a study on the effect of teamwork on achieving goals in organizations in Kenya, using SOS children's village, Eldoret was the area of study. The analysis adopted descriptive architecture of the report. The study found that by acknowledging success, promotions, healthy working conditions and equal incentives and remuneration, job satisfaction was to be achieved. If done correctly, this was to affect team performance. It was concluded that SOS did not have good teamwork despite the employees being conscious of how much they can accomplish by working in teams. Teseema and Soeters (2006) also conducted a study on team promotion practice in an organization, and found that there is a positive relationship between team promotion practice and perceived employee efficiency. Hence, the following null hypothesis was developed:

H<sub>0</sub>: There is no significant relationship between team-work and employee commitment.

H<sub>1</sub>: There is significant relationship between team-work and employee commitment.

#### *2.5.4. Management support and employee commitment*

Dawley, Andrews, and Bucklew (2008) found perceived organizational support to be the stronger predictor of organizational engagement particularly when compared with superior mentoring and guidance. That has been demonstrated by the social exchange theory. From this point of view, social exchange theory implies that by subtracting their expenses from the advantages it offers, expatriates can assess the relative value of their partnership with the organization. The costs incurred at the university would include the time and resources of the expatriate. While the compensation would not only be monetary but would also include the resources offered by the University.

This will result in a positive partnership if the assistance given were greater than the time and effort exerted, which is likely to translate into positive behavior such as better results and higher engagement. Subsequently, perceived organizational help is further appreciated by employees if the assistance and benefits are based on the initiative of the company itself and not on external or internal factors such as unions or legislative regulations. This is because they see the company as being sincerely concerned for the well-being of expatriates. Support for mentors and administrators can also be seen as being inspired and thus less respected by personal interests.

In a study to see the moderating impact on perceived organizational support and commitment of the locus of control and work autonomy, Aube, Rousseau, and Morin (2007) found that the more control an employee feels or the more power they have over their task, the weaker the impact on their affective commitment of perceived organizational support. This study thus authenticates the value of perceived organizational help as an impetus to the affective and normative commitment of employees (Aube, Rousseau, Morin, 2007). It is argued that if employees obtain high levels of organizational support, it would have an effect on increasing affective and normative commitment as it will be an indicator not only of how much the organization supports them, but also of their values. In another study by Gupta, Vohra, and Bhatnagar (2010), they found that autonomy was negatively related to all of the components of commitments, and concluded that organizations need to focus on their support activities if they wish to affect organizational involvement. All these findings corroborate Rhoades and Eisenberger's (2002) claim that perceived organizational support is positively related to affective involvement.

Currie and Dollery (2006) found, in a separate police-personal survey that continued commitment to being faithful to its sense as a condition of cost-benefit analysis was related to tenure instead. The longer the term, the more resources and cash the worker has invested in the company. They thus demonstrate a stronger commitment to continuity, since the costs of leaving the company and moving to a new environment would be less attractive than sticking to the same company. As the employees had less perceived organizational support, the research also found evidence for the lack of affective commitment. The study found that organizational commitment decreased as age, rank and years of service increased when looking at organizational participation as an institution as a whole. This is because employees assume the organization's level of support declines as the employee gains seniority.

The literature indicates that affective commitment is the one component of significant interest among the three components of organizational commitment and is also the one component that has drawn the most studies. Jain, Giga, and Cooper (2008) concluded that well-being or organizational support has been shown to be positively connected to affective and normative commitment and to continued commitment. Since continued commitment is the situation under which workers stay with the organization because they believe they need it, higher organizational support will reduce the feeling of having to stay with the organization and increase the decision to stay with the organization because they want it or believe it should.

Employees with a dedication to rules and consistency are more likely to contribute less so long as they earn the benefits, they feel are due. As such research has centered on affective commitment, what impacts it has and how it can be affected and increased. Nevertheless Suliman and Iles (2000) propose that continuing commitment in organizations

should be promoted as it is a productive event as the overall contribution is of greater importance. Hence, the following null hypothesis was developed:

H<sub>0</sub>: There is no significant relationship between management support and employee commitment.

### **3. METHODOLOGY**

#### **3.1. Research design**

The design adopted for this research is descriptive research design and data were collected through cross-sectional survey methods. This method is mostly used to research what happens in a specific group/community at a given time. The study design is primarily intended to assess the relationship between the selected dimensions of organizational culture and the commitment of employees with specific reference to Nigerian Aviation Handling Company Plc (NahcoAviance), Skyway Aviation Handling Company Plc.(SAHCO Plc.) and Mutual Benefits Assurance Company Limited, all located in Lagos State. A cross-sectional survey gathers data at one point in time to draw inferences about a population of interest

#### **3.2. Population of the study**

The population of the study is put at eight hundred and twenty (820). These were further distributed across the selected multiple Industries in Lagos State, Nigeria. The population comprises all members of staff of Nigerian Aviation Handling Company Plc (NahcoAviance) with 350 employees, Skyway Aviation Handling Company Plc with 359 employees and Mutual Benefits Assurance Company Limited with 111 employees.

#### **3.3. Sample size and techniques**

The sample size of this study was put at two hundred and sixty-nine (269) determined by the Taro Yamane formula. The sample size was further approached using simple random sampling technique. This technique draws a portion of population such that each member of the population has an equal chance for participation and chance of selection.

#### **3.4. Methods of data analysis**

Data collected from field survey were analyzed using descriptive and inferential statistic. The descriptive statistic focused on frequency tables and the inferential statistic used was correlation analysis with the support of the Statistical Package for Social Sciences (SPSS version 20.0).

### **4. RESULTS AND DISCUSSION**

This section focuses on presentation, analysis and interpretation of data collected from the study sample size. The result of data analyzed using the inferential statistics have been presented in the form of table below.

#### **4.1. Test of hypotheses**

These hypotheses were verified using the correlation analysis with the support of the (SPSS version 20.0 – Statistical Package for Social Sciences) and the view to determining their acceptance or rejection of some variables and determining the relationship/connection that exist amongst other variables.

Table 1. Correlation matrix (N= 200)

		S						
		REWsY	Org Comm	Teamw	MgtSuprt	Affet	Cont	Nom Comt
REWsY	Pearson Correlation	1						
	Sig. (2-tailed)							
OrgCom	Pearson Correlation	.540**	1					
	Sig. (2-tailed)	.000						
TeaWk	Pearson Correlation	.463**	.462**	1				
	Sig. (2-tailed)	.000	.000					
MgtSuprt	Pearson Correlation	.467**	.447**	.524**	1			
	Sig. (2-tailed)	.000	.000	.000				
AfecComt	Pearson Correlation	.528**	.328**	.399**	.427**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
ContComt	Pearson Correlation	.388**	.261**	.185**	.132	.381**	1	
	Sig. (2-tailed)	.000	.000	.009	.063	.000		
NomComt	Pearson Correlation	.311**	.224**	.121	.028	.270**	.399**	
	Sig. (2-tailed)	.000	.001	.088	.696	.000	.000	1
Comt	Pearson Correlation	.548**	.362**	.318**	.271**	.745**	.816**	.691
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200

**Hypothesis one**

$H_0$ : There is no significant impact of organizational reward system on employees' commitment in the selected organizations in Lagos.

In analyzing the above hypothesis, the result of the Pearson Product Moment Correlation test on Table 1 above was considered.

A close look at the table revealed is a Pearson correlation coefficient results, (r) (.528\*\*). This implies that there is a positive association between organizational Reward system and employees' commitment in the selected organizations in Lagos state the p of value 0.000, which is less than the critical value ( $p < 0.05$ ) is an indication that the association is substantial.

*Conclusion*: There is a significant impact of organizational reward system on employees' commitment in the selected organizations in Lagos.

**Hypothesis Two**

$H_0$ : There is no significant influence of organizational communication on employees' commitment in the selected organizations in Lagos.

Table 1 revealed that the correlation coefficient ( $r$ ) is (.224\*\*). This infers that the association that occurs between organizational communication and employee commitment in the selected organizations in Lagos is strong and positive. In addition, the  $p$  value is 0.001, which is less than the critical value (i.e  $p < 0.05$ ) is an indication that the association is substantial.

*Conclusion:* There is a significant influence of organizational communication on employees' commitment in the selected organizations in Lagos.

#### Hypothesis Three

*H<sub>0</sub>:* *There is no significant relationship between organizational teamwork and employees' commitment in the selected organizations in Lagos.*

A close look at Table 1 revealed a correlation coefficient ( $r$ ) is (.185\*\*). This infers that the association that occurs between organizational teamwork and employees' commitment in the selected organizations in Lagos is solid and positive. In addition the  $p$  value is 0.009, which is less than the critical value (i.e  $p < 0.05$ ). This is an indicating of a substantial association between the variables, the null hypothesis ( $H_0$ ) was rejected.

*Conclusion:* There is a significant relationship between organizational teamwork and employees' continuance commitment in the selected organizations in Lagos.

#### Hypothesis Four

*H<sub>0</sub>:* *There is no significant relationship between management support and employees' commitment in the selected organizations.*

Table 1 revealed a Pearson correlation coefficient result of  $r$  (.271\*\*) between these variables. This infers that the association that occurs between management support and employees' commitment in the selected organizations in Lagos is robust and positive. In addition, the  $p$  value is 0.000, which is less than the critical value (i.e.  $p < 0.05$ ) indicating that the association is substantial.

*Conclusion:* There is a significant relationship between management support and employees' commitment in the selected organizations.

## **4.2. Discussion of findings**

A close look at the Pearson Product Moment Correlation test (PPMC) of Hypothesis One as evident on the correlation matrix Table 1 for employees' commitment against organizational reward system showed that the Pearson correlation coefficients of the explanatory variable was (.528\*\*) (+ve and significant). Therefore, there is a major impact of organizational reward system on employees' commitment in the selected organizations in Lagos. This is in line with Molahosseini, Kahnouji, Shamsiyeh, and Kahnouji (2014) that employees' conduct at all levels of the company is influenced by the conduct of managers who benefit from their ability to use resources. Managers may then use incentives to inspire employee behavior and thereby produce the necessary organizational performance. Armstrong (2012) concluded that, because workers get a sense of collective benefit, desired motivation is easily and efficiently accomplished when incentives are well handled.

Result of Hypothesis Two as revealed in the result on Table 1 indicated that the Pearson correlation coefficients of employees' commitment against the organizational communication was (.224\*\*). Since the correlation coefficients was positive and significant,

$H_0$  was rejected and  $H_1$  was accepted which stated that there is a substantial influence of organizational communication on commitment of employees in the particular organizations in Lagos. This is in tandem with Miller (1993) that employee commitment cannot be effective to the extent of contributing to the achievement of an organisation if there is little or no effective communication.

In the same vein, Hypothesis Three using results on Table 1 revealed a Pearson correlation coefficient of (.185\*\*) for employees' commitment as against organizational teamwork. Since the correlation coefficients was positive and noteworthy,  $H_0$  was rejected and  $H_1$  was accepted. Teamwork is vital in virtually every company in today's global business climate mainly for complex projects that require different skill sets (Samson, Daft, 2003).

Result of Hypothesis Four as depicted in the result of the management support on Table 1 indicated that the Pearson correlation coefficient of employees' commitment against the management support was (.271\*\*). Since the correlation coefficient was positive and significant,  $H_0$  was rejected and  $H_1$  was accepted which stated that there is a substantial association between management support and employees' commitment in the particular organizations. Studies have indicated that management supports and employee commitment to the organization are relatively linked. Dawley et al. (2008) found perceived organizational support to be the stronger predictor of organizational engagement particularly when compared with superior mentoring and guidance.

## 5. CONCLUSION AND RECOMMENDATIONS

Based on the results from the hypotheses tested, the study established and corroborate with the study of Naser (2016) that reward system, communication, team work and management support have significant impact on employee commitment. The study further revealed that these dimensions could independently affect employee commitment apart from its joint effect which serves to be the study gap in literature. Hence, there is significant relationship between organizational reward system and employees' commitment; there is a significant relationship between organization communication system and employees' commitment; there is a significant relationship between teamwork and employees' commitment; and lastly, there is a significant relationship between management support and employees' commitment.

Based on the conclusions, the study further proposed the following recommendations that Organizations should ensure that policy measures are put in place to guarantee that organizational culture dimensions are significantly improved upon in organizations in order to promote employees' commitment. Through this employees are motivated to provide quality service to the organizations and nation in general.

Organizations should carry out a periodic audit of the organizational culture dimensions in order to identify area(s) for improvement on one hand and also to appraise employees' commitment of their employees in order to continue to enjoy highly motivated work forces that will guaranty quality service for the general public.

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