

Organizational Culture and Employee Commitment: A Review of the Literature

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Abstract: *This study reviewed extant literature on organizational culture and employee commitment. The main objective of the study was to determine the influence of dimensions of organizational culture (process oriented and result oriented cultures) on measures of employee commitment (affective and normative commitment). The study reviewed textbooks, articles and magazines exploring links between organizational culture and employee commitment. The findings revealed that there is a strong positive relationship between dimensions of organizational culture on measures of employee commitment. Based on the findings, the study concluded that various dimensions of organizational culture enhance employee commitment. The study recommended that management should maintain high level of process oriented culture to build the capacity of employee and improve their skills to accomplish established organizational goals. Further, management should give opportunities to employees, resolving performance challenges that would increase affective commitment of employees and promote normative commitment in the organization.*

Keywords: Organizational Culture, Employee Commitment, Process-Oriented Culture, Result-Oriented Culture, Affective Commitment, Normative Commitment.

Introduction

The term 'employee commitment' has no universal definition. It could mean different things to different corporate organizations or firms. However it underscores an individual's psychological attachment to the organization. Meyer and Allen (1991) identified three models of employment commitment namely Affective commitment, Continuance commitment and Normative commitment. Employee commitment makes all the difference when it contributes to the building of a successful organization as well as utilizing an organizational culture that yields positive result (Mercurio, 2015). There are several dimensions of organizational or corporate culture, this paper is concerned with process oriented culture.

Process oriented culture is an aspect of organizational culture that supports the ongoing creation, management and improvement of efficient and effective business processes. A strong process culture is built on the attitudes and behaviors of employees and managers. Hogan (1993) also noted that a sound organizational culture brings all employees to a common place where they are united towards achieving the purpose for which they are hired. Dhammika (2014) revealed that when leaders demonstrate behaviors that are suitable to all, employees are moved to bring all their creativity to the table and device a way forward. By so doing, they are meeting their needs and meeting the need of the organization since their task is taken care of. Such behaviors can be best described as task oriented behaviors. Task-oriented behaviors are motivators that make employees adopt all kinds of strategies that will make them acquire the required skill-set to take up general and specific tasks. Kirkpatrick (2004) noted that because the culture of the firm makes employees to come together for the growth and survival of the firm, they tend to form teams that creatively handle issues as they arise. These employees that make up the team are constantly encouraged to work together to achieve the needed performance (Kouzes & Posner, 1995). This would help in the attainment of the needed results.

The reality of putting a result-oriented culture does not equal to having result-oriented individuals occupying sensitive positions, it rather deals with stating the intended result to be achieved, and bringing the right people that will help in achieving that stated goal (Yulk, 2006). In a process-oriented culture, people perceive themselves as avoiding risks and making only a limited effort in their jobs—each day is pretty much the same while in a Results-oriented culture, people perceive themselves as comfortable in unfamiliar situations—each day brings in new challenge (Hofstede, 1997).

Thus, when employees are committed to their work and place of business, they are more likely to be happy, which in turn increases organizational productivity. Committed employees take ownership of their work and are ambassadors for their organization, both within and outside office settings. They are less likely to job hunt, be tempted by recruiters who seek out passive candidates and are most likely to pursue advancements and promotions within the organization.

The value of employee commitment is palpable – in more ways than one. This is why organizations are compelled to onboard, train, provide benefit packages, performance appraisals and maintain adequate retention strategies in order to accommodate most needs of employees in a bid to meet their standard plan. These strategies are designed to induce commitment on the part of the employee so they will stay on the job, and help minimize the cost of employee turnover.

On the other side, when an employee stays longer on the job, they are most likely to increase in value and worth. This demonstrates some level of commitment that makes the relationship between the employee and the employer seems like one that exists in a family. In all, the attachment or psychological glue that makes employees stick to an organization makes them feel like they have some mutual or give-and-take relationship that exist between employee and the organization (Argyris & Schon,

1996;Aityan & Gupta, 2012). This has made leaders or managers in organizations sue for suitable organizational cultures that would permit such mutual benefits from both parties (Bass, 1996;Aityan & Gupta, 2012).

This mutually driven culture that is adopted by the organization helps employees by encouraging them through all its benefits thereby motivating them and keeping them nearly completely loyal to management. This culture can promote healthy relationship between all concerned and foster sound competition amongst employees and make them create a brand image for the firm (Bass & Avolio, 1994).

In the light of the ongoing discourse, this paper seeks to determine the influence of dimensions of organizational culture (process oriented and result oriented cultures) on measures of employee commitment (affective and normative commitment). It reviewed extant literature and demonstrates that a result-oriented culture is one that is geared towards achieving continuous improvement through sound operating excellence. To achieve this, team members at will, give in their all, if the attainment of the needed task is what is required to make the needed changes that the firm hopes to achieve. In a result-oriented culture, work is organized and evaluated by the results it drives. Success in this environment rests on the organization's ability to recruit and retain highly skilled workers, and to align their individual creativity and insights in pursuit of common goals. The paper aims to understand how organizational culture can positively or negatively impact employee commitment.

Statement of the Problem

Corporate organizations experience problem of employee commitment, which has become a threat to the survival of the organization. Employees keep resigning, moving from one firm to another because of unfavorable corporate culture. It becomes a huge concern as well, when the culture of the organization is not clearly defined. It is obvious that no organization can perform at peak levels unless employees are committed to the organization's objectives. This has made researchers, especially those in administrative and management sciences to wonder how organizations can effectively make employees stay glued to their organizations and give in their best to uphold organizational culture and in particular make things work for the good of all. This has therefore necessitated the need to investigate how organizational culture can be enhanced through process and result-oriented culture. Besides, hardly has there been any study on this topic, particularly investigating dimensions of organizational culture and links with employee commitment. Hence this study is geared towards ascertaining the influence of organizational culture on employee commitment.

Fig1. Conceptual Frame work

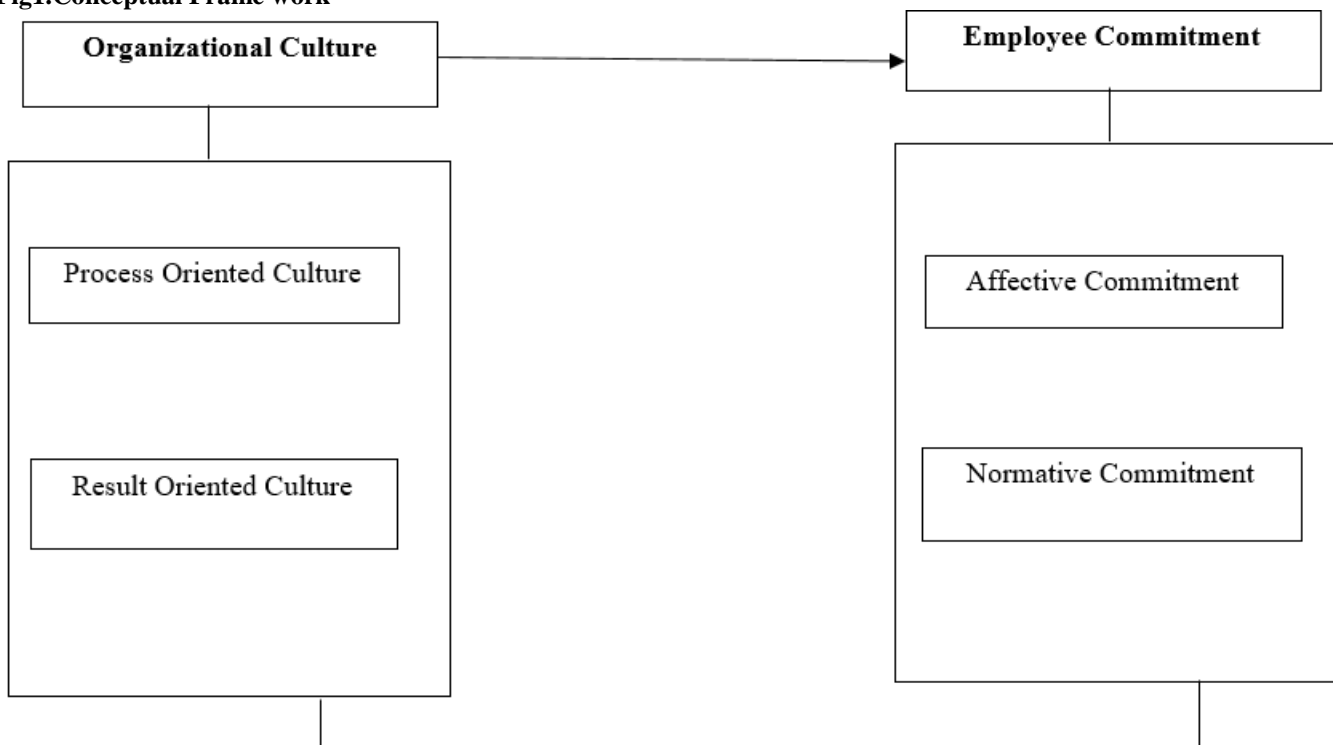


Figure 1. Conceptualization on Organizational Culture and Employee Commitment

Source: Adapted from Deal & Kennedy (1992), and Katcher & Snyder (2003).

Aim and Objective of the Study

The aim and objectives of the study was to determine the influence of organizational culture on employee commitment. However, the specific objectives are to:

- i. Determine the relationship between process-oriented culture on affective commitment
- ii. Examine the relationship between process-oriented culture on normative commitment
- iii. Evaluate the relationship between result-oriented culture on affective commitment
- iv. Examine the relationship between result oriented culture and normative commitment

Methodology

Participants

The study adopted purposive sampling techniques. Twenty five employees in Nigeria were drawn from five different firms within key sectors namely oil, pharmaceuticals, agriculture, trade, and communication purposively and conveniently selected for the study. The choice of these corporate organizations was informed by their relevance in Nigeria's key sectors and the experience of the staff on issues of employee commitment as trained employees. It was possible to leverage on their experience in line with the overall objectives of the study.

Material and procedure

This is a qualitative study which reviewed existing data in the broad fields of organizational culture and employee commitment. The study adopted content analysis methodology. It particularly reviewed studies published between 1989 to 2021, to explore the key issues on organizational culture dynamics in relation to employee commitment and over- all impact on firm's performance. Holsti (1968) argued that systematic inferences are essential in content analysis which includes the objective identification of special features of a message. Similarly, content analysis is both interpretive and narrative in nature as Berelson (1952) highlight that it is a qualitative description of a subject matter. Content analysis is useful in this study as it provides deepened review of the relevant literature related to the study. In exploring the state of literature on organizational culture and employee commitment, we undertook an iterative data collection process building on a variety of methods. To identify current studies we conducted a mapping through a web-based survey from Proquest and Ebsco data sets. Correspondingly, we reviewed the relevant literature including recent studies from seminal journals. Our choice of Journals were those globally indexed. To clearly identify such publications, we developed a template based on the subjects of "organizational culture" and "employee commitment". An extensive online search was conducted between March,2020 and July 2021.The search yielded 286 publications between 1989 to 2021. The studies were thoroughly reviewed in line with the research objectives.

Further inputs on the basis of initial findings were tested with telephone interviews. More concretely, the instrument was twenty five unstructured interview questions framed to elicit responses in line with the research objectives. The researchers developed the questions in contexts associated with the focus of investigation. To overcome constraints posed by distance as Nigeria is a vast country and considering the COVID-19 pandemic, we conducted a telephone interview. We used telephone directory of relevant firms. All interviews were conducted in English through Android phones. Conversations in the interview were recorded. Both researchers conducted the interviews using a standardized instrument they designed vetted by two experts from the Departments of management Sciences Ignatius Ajuru University. Participants were first informed of the study through a phone call. Those who were not free referred us to their colleagues. It was in the process of informing the respondents about the study that a time was scheduled and agreed for the interviews.

Consent of the respondents was sought through the completion of participant's form before the interviews were conducted and recorded. Respondents were assured that their identities and that of their agencies will be anonymous and protected. The interviews lasted for about 15 to 30 minutes and were conducted at the convenience of the respondents. The respondents had the right to withdraw from the conversation at any time they wished. Data were analyzed thematically after transcription, in English language. The responses were arranged into three major themes which are discussed below.

Data Analysis

The study adopted a phenomenological qualitative research design. Phenomenological research focuses on description and interpretation of a given phenomenon (Tuffour, 2017). Thematic categories were generated following responses from participants. The transcribed data was then entered into MS Word Excel spreadsheet under several themes/subheadings developed from the transcripts. On completion, the several data entry sheets were reviewed internally to ensure that responses were well classified before they were harmonized and categorized in three major themes: process oriented culture result oriented culture and employee commitment

Theoretical framework: Theories of Learning

Joan McMahon (2010) in his research on assumptions about Learning based on the Constructivist Theory of Learning posits that Learners are Independent and Self-Directed. Learners take responsibility for their own learning. They ask questions instead of someone else asking for them. They seek out information, instead of being directed to do so. They are proactive in learning rather than reactive. Learners can self-manage the class tasks with minimum guidelines. Learners can generate new knowledge. If the knowledge base of the universe is changing every 72 days, then we must continue to develop skills in learning to learn. The construct learning has been defined in several ways by many distinct theorists, researchers and educational practitioners. Although a universal agreement on any single definition is imaginary, many of the definitions employ similar elements. For Schunk (1991) learning is an enduring change in behavior, or in the capacity to behave in a given way which results from practice or other forms of experience. According to Vygotsky (1978) learning theories are grouped into three basic categories. (1) Behaviorism is a theory of animal and human learning that only focuses on objectively observable behaviors and discounts mental activities.

Behavior theorists define learning as nothing more than the acquisition of new behavior. (2) Cognitive learning theory is based on the structure and function of the brain. As long as the brain is not prohibited from fulfilling its normal processes, learning will occur. (3) Constructivism according to Wikipedia.com is a philosophical viewpoint about the nature of knowledge. Constructivism in business dictionary is a philosophy that is based on the concept that cognition is a result of mental construction. It implies the people construct their own understanding by reflecting on personal experiences, and by relating the newly acquired knowledge with what is already known by them. Learning therefore, is the process of adjusting our mental models to accommodate new experiences. Bruner (1960) assert that a brief discussion of epistemological perspectives that serve as foundations for the various theories. Thus, social psychologists have taken a number of alternative approaches to explain how the man acquires knowledge.

Objectivists believe that the mind processes symbols and mirrors reality, and that thought is governed by, and reflects external reality. Objectivists believe that meaning is external to and independent of the understanding of individuals. The polar opposite of objectivism is interpretivism (constructivist, subjectivist). Interpretists believe that knowledge is constructed. The mind interprets sensory data and organizes it through active and dynamic processes according to innate perceptual categories such as numerosity and animacy. Furthermore, interpretists emphasize concepts, such as perceptual relations (Gibson, 1966; Becker & Huselid, 1999) and the structure of language (Chomsky, 1965) that are imposed upon the world by individuals. Interpretists believe that reality is internal to the organism and that meaning is dependent on individual understanding. An alternative to both objectivism and interpretivism is pragmatism (Dristoll, 1994). For organizations to effectively enhance the practice of organizational culture using employee commitment it has to become a learning entity (Dodgson, 1993; Serenko, Bontis, & Hardie, 2007) as organizations do not organically develop into a learning entity; some factors are responsible for the changes.

Literature Review

Concept of Organizational Culture

Organizational culture has gained scholarly attention in recent times in management studies (Schein, 1985; Cooke and Lafferty, 1989; Groysberg, Lee, Price and Cheng, 2018). Various factors shape or influence the activities of corporate organizations. The term 'organizational' or 'corporate culture' is one of the most widely employed terms in corporate relationship (Deal and Kennedy, 1982; Cooke and Lafferty, 1989; Denison, 1996). While some scholars see organizational culture as an intrinsic value of an organization including influencing organizational leadership, performance and corporate decisions (Schein, 1985), adapting to changes in organization (Williams, Dobson, and Walters, 1989) motivation and response to organizational climate (Litwin and Stringer, 1968). Others have argued that it is often a normative discourse riddled with contradictions in terms of principle and practice as issues of strategic practices in corporate management are less implemented (Purcell and Sisson, 1983).

Organizational culture has also been the focus of studies seeking to understand 'organizational choices' and what drives or informs such choices or decisions, which Harrison (1972) termed 'organizational character' denoting norms and values that define activities of an organization. The notion of 'organizational character' has been broadened in recent scholarship with studies in the literature emphasizing 'organizational climate' as central to the actualization of organizational culture (Cooke and Lafferty, 1989; Denison, 1996). In particular, Denison (1996) attempted to make a distinction between 'organizational culture' and 'organizational climate' pointing that while organizational culture is embedded in values or norms that define the activities of an organization, organizational climate examines the environment under which organizations and their activities thrive.

There is abundant literature on both critical and laudatory perspectives on organizational culture both within formal and informal settings. Some of the critical perspectives raise concerns regarding 'corporate assessment' as integral to interrogating what organizations claim they do and what they actually do (Furnham and Gunter, 1993). This perspective reinforces earlier arguments put forward by Handy (1981) regarding "understanding organizations" both in terms of its character (Harrison, 1972) and in relation to industry competitors, line staff and in pursuit of core corporate values in relation to organizational behavior (Ivancevich, Konopaske and Matteson, 2008). For instance, Frost, Moore, Louis, Lundberg and Martin (1991) have argued on the need to reframe organizational culture.

While the laudatory perspectives uphold the potentials of organizational culture in over-all performance of a corporate organization (de Gruyter, Deal and Kennedy 1988; Alvesson and Berg 1992; Cacciattolo, 2014). Such chronicles point out that organizational

culture has the potential to chart results-based direction for firms (Denison 1996). Thus in management studies; there are a number of scholarly debates exploring the complex trajectories of organizational culture including its prospects and challenges.

Since the post 1990s, new research agenda on organizational culture have emerged to interrogate the core ideals of a firm in relation to corporate values in contexts characterized by neo liberal norms (Frost et al. 1991; Linstead and Grafton-Small, 1992). A number of previous studies in the literature have adopted corporate culture to explore such mixed interactions and organizational values (Koys and De Cotiis, 1991; Ivancevich, et al. 2008). Despite the emergence of new scholarly literature, sustained debates that explore organizational culture in relation to employee commitment and thus prioritize issues of organizational culture and employee commitment nexus have been scant.

This minimal research inquiry suggests dearth of scholarly literature directly engaging organizational culture theory, and its divergent micro strands including employee commitment. Although there are studies based on corporate organizations and values (Martin, 1992; Trice and Beyer, 1993), nevertheless, recent academic discussions of employee commitment in organizational contexts point to growing saliency of organizational culture and employee commitment debate.

This scholarly trend underscores the need for a deepened review of corporate organization and employee commitments in contexts linked to organizational culture. As a widely used concept, the recent expansion of the term culture to areas such as corporate organizations to understand underlying commitment of employees, provides a useful agenda which transcends the understanding of what motivates employees, but also the level of commitment of employees to organizational culture. Using the concept of organizational culture as a mere descriptive discourse examining employee response might be superficial in contexts geared towards a critical investigation of what informs employees commitment to organizational ideals. Thus, organizational culture should constitute rather a foundational concept both in terms of theory and practice in organizational settings to be able to make any meaningful impact in terms of employee's commitment.

Against this backdrop, what is culture and how do cultural norms relate or drive organizational performance? The literature on the term 'culture' suggests that it is not lend to a common definitional perspective. Culture as Deal and Kennedy (1982) posit is a system of informal rules that spells out how people are to behave most of the time. Thus, a number of views are held on the meaning and use of culture. For instance, Moyce (2015) while exploring culture change argued that culture is a practice over time which becomes part of a given entity. Another perspective situates culture within the confines of 'ways of life of a people' (Bhabba, 1994). A related account in the literature argues that culture is centrally linked to identity over time including practices which distinguishes an individual, a group or organization from the others (Naomi Stanford, 2010).

In organizational contexts which is the focus of this study, Eldridge and Crombie (1974) highlight that the culture of an organization refers to the unique configuration of norms, values,

beliefs and ways of behaving that characterize the manner in which groups and individuals

combine to get things done. Geert Hofstede demonstrates that the culture of an organization is its personality and character. Such distinction suggests peculiarities integral to an organization, which distinctively differentiates it from others. It could be relative ie behavioral or innate, non-behavioral or absolute ie completely different from other practices. Such distinction gives rise to cultural peculiarities. Thus such practice could be seen outwardly or in-built in a firm or organization. Understanding culture as a practice in line with laid down rules or norms help to understand the various ways the commitment of an employer to such rules or norms could either make or mar the organization. For instance, Charles Handy provided links between 'organizational structure' and 'organizational culture' which encompasses power culture, role culture, task culture, person culture and how all these interact within the wider framework of organizational goals.

References however have been made to cultural mixture as a blend or combination of various cultural values or practice to arrive at a desired organizational goal either to emerge as a corporate giant or dominate a given sector (French et al (1985). Thus, organizations adopt various cultural values and approaches to make a difference or maximize overall organizational profit.

However, some scholars have argued that the actualization of organizational culture is not mutually exclusive (Alvesson, 2015). Relatedly cultural norms in organizational settings must observe core rules of engagement guiding overall organizational performance, if organizational culture presupposes setting rules or standards without accounting for foundational industry policies such cultural dictates will less likely thrive. As Cooke and Lafferty (1989) argued, organizational culture are framed within a broader corporate policy where each organization derives its focus, vision, mission and drive. As a result, issues of corporate organizational culture should transcend being descriptive, uncritical and less tenacious. Rather it should be directed towards basic realistic values that could drive organizational goals.

Thus organizational culture has been one of the most important strands of corporate governance mechanisms, particularly in relation to employee commitment. Recently, researchers have explored the influence of organizational culture or core corporate values in overall firm performance. Much of these studies have shown that in many instances, cultural values of an organization strengthen its performance. This led Michael Henderson Milton to argue on possibilities of creating a corporate organizational culture that could engage employees, meet the needs of customers and deliver results (Milton, 2014).

Such inclusive insight highlights the growing importance of issues of corporate ethics in relation to organizational culture including employee commitment in the corporate settings as well as issues of reward system and corporate ethical values (French, et al. 2011). Rather than traditional corporate profit maximization focus, core ethical values including the employee, the clients and the corporate environment have attracted recent research interest (Milton, 2014).

The distribution of power and social relations within the ranks of an organization is not static in firms; thus appraisal system, promotion, reward system and transparency as aspects of organizational culture have been explored in the literature (Furnham and Gunter,1993).Thus, as firms strive for expansion, the issues of employee relationship and motivation is essential. Milton (2014) emphasized the essence of employee motivation as essential for a firm to continually compete to acquire and control, the most competent or specialized employee in specific areas. This makes for specialization and quality organizational service delivery system essential.

Against the background of the reviewed literature, there are few scholarly works on possible links between organizational culture and employee performance. This study seeks to fill this gap in the literature by analyzing the impact of organizational culture on employee performance. Studies on the intersection of organizational culture and employee performance have highlighted the relevant role of the quality of organizational reward system, which of course may not always guarantee employee commitment but to a large extent motivates employee to stay focused on their tasks and deliver services effectively (Jansen and Glinow,1985;La Porta et al., 1997).However, according to Jones(2002), “employee rights are often less meaningful or implemented in most firms when commercial laws are either weak or the quality of their enforcement is poor”.

This means that to ensure the protection of employee rights there must be strong institutional framework or legal system. This not only impacts employee performance but also guarantees legal check on both the activities of the organization in line with adherence to its core values on one hand and the wider needs of the employee and clients on the other. The expansion of organizational culture to monitoring and the control of employees points out the evaluation or appraisal of various roles of the employees and how such roles impact the organization(Cooke and Lafferty,1989).The role of employee is essential because they constitute the line staff that are engaged in various functions within the organizational hierarchy, thus the specific type of organizational reward system adopted invariably impacts the quality of employee performance (Ivancevich et al.2008)

If employees for instance are well remunerated , they can go the extra mile to perform their duties effectively, on the contrary, where they are under paid their might be less likelihood of total commitment to organizational goals. This is in line with the views held by Furnham and Gunter (1993) who demonstrate the effectiveness of culture if ‘it is consistent in its components, shared amongst organizational members, and makes the organization unique, thus differentiating it from other organizations’. However, employees as a consequence may also pursue private goals that diverge from the overall objectives of the firm, thus diverting or expropriating their experience or commitment to the organization (Shleifer and Vishny,1997; Burkart et al., 2003).This implies that organizations should live up to their commitments to the employees on one hand, in order to stimulate the commitment of the employees on the other.

It is on this premise that this study seeks to review and analyze how and why employee commitment is essential in actualizing overall organizational culture. Recent review on organizational culture sought to establish its links with corporate performance (Cui and Hu, 2012). The present study moves a step further to explore organizational culture in relation to employee commitment. This is important following recent COVID -19 pandemic and trends in economic recession, loss of jobs, unemployment and similar new corporate challenges. Thus the understanding of how the culture of an organization could be framed to meet some of these core existential concerns particularly employee commitment forms part of the gap in the literature, which this study seeks to fill.

Table 1.Empirical Review

| Reference | Area of Study | Research Methodology | Objective of the Study | Findings |
|---|---|-----------------------------|---|---|
| Plakhotnik, M. S., & Rocco, T. S. (2006). | Organizational Culture: A Literature Review of the AHRD 1994-2005 Proceedings | Descriptive research design | To find out how organizational culture has been studied within the Academy of Human Resource Development from 1994 to 2005 by examining how authors defined organizational culture and their research purposes. | Findings suggest that HRD research of organizational culture is limited to the rational managerial perspective on culture, employees, and organization. This limitation can be explained by the HRD focus on performance improvement and some researchers’ educational and work background in business. |
| Oparanma, A. O. (2010) | Oganizational Culture and Corporate Performance | Descriptive research design | To find out whether organizational culture has any significant impact on corporate performance. | Research shows that culture of the organization is an important variable to be considered when organizational performance |

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| | | | | is reflected. Culture of the workplace stimulates or engenders many other activities that bring about corporate success. |
| Shahzad, F. L.; Khan, A.; Shabbir, L. (2012) | Impact of organizational culture on organizational performance | Descriptive research design | To demonstrate conceptualization, measurement and examine various concepts on organization culture and performance | Research shows that if employees are committed and having the same norms and value as organizations have, they can increase performance toward achieving the overall organization goals. |
| Lian, L. k., & Tui, L. G. (2012) | Leadership styles and Organizational Citizenship Behaviour: The mediating effects of subordinates' competence and downward influence tactics | Descriptive research design | To test a theory-based model predicting the relationships between leadership styles, subordinates' competence, downward influence tactics and outcome of organizational citizenship behavior in Malaysian-based organizations | Findings suggests that when a superior has a choice in the cultural pattern, he should emphasize more on organization culture so as to achieve greater organizational citizenship behavior. Leaders can reduce the harmful effects of the outcome by making use of organizational culture pattern to bring about employee commitment |
| Antonicic, J. A., & Antonicic, B. (2011) | Employee commitment and its impact on firm growth | Descriptive research design | To evaluate the relationship between employee commitment and firm growth | Findings indicate a positive relationship between employee commitment and firm growth, particularly for manufacturing firms. |
| Dinku, G. T. (2017) | Effects of employees' commitment on organizational performance at Arjo Didessa Sugar Factory | Descriptive research design | To determine the effects of employee commitment on performance of organization based on a case study of Arjo Disessa Sugar Factory | Findings indicate that employees' commitments were found to have effects on the organizational performance in the study area. Based on the regression results, employees' commitment models have effects on performances for the organization at Arjo Didessa Sugar Factory |
| Norihiko T, & Tomokaz T. (2013) | Committed to the organization or the job? Effects of perceived HRM practices on employees' behavioral outcomes in the Japanese healthcare industry | Descriptive research design | Examined how employees' perceptions of organizations' human resource management (HRM) practices influence their work behavior and outcomes, including the level of turnover intentions and job | Findings indicate that effects of HRM practices and employees' behavioral outcomes are neither direct nor unconditional. Moreover, employees' evaluations of their fit and commitment to their organizations were found to be the important mediators of the relationships |

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| | | | <p>quality improvement, in a Japanese organizational and management context, An examination was made to clarify the mediating role of person–environment (P–E) fit and multiple aspects of work commitment to reach possible explanations of the relationships between perceived HRM practices and employees' behavioral outcomes.</p> | <p>between perceived HRM practices, while their evaluations of their fit to and involvement in their jobs were not.</p> |
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Results

Process Oriented Culture

Following our interaction with the employees structured around their involvement in process oriented culture of their firms, we found a number of responses. Particularly, discussions from all participants revealed their involvement in process oriented culture. This is consistent with the findings of Armstrong and Laschinger (2006), who found that process orientated culture in this context connotes the process of giving front-line employees the authority to make decision that affects the procedural steps of seeking result, which was once reserved only for top management. A respondent in the oil sector said; “our organization generally operate with less authoritarian culture pattern and tries to get employees actively involved the business process”(Participant Oil Firm). Another within the communication firm said; our firm has an inclusive communications system built around process oriented culture’(Participant Communication Firm). Bass & Avolio (1994) corroborate this position when they argued that a lot of organizations are build and run on a top to down communication from the management to employees in order to achieve a process orientation culture. A respondent said; “despite the values of process orientation culture, employee initiative is often undermined as employees adhere to organizational values(Phamacetical Firm). Another stated that in such an environment with process culture, employees usually live with the feeling that there is no use adopting self- initiative since they do not have authority, or make any impact at top manage level”(Agricultural Firm). However, Barrick and Mount (1991) asserted that though management may have a clearer sense of direction and more experience, it does not eliminate the importance of initiative and feedback from employees on the lower echelon. A respondent from a commerce and trade corporate organization said that in process culture there is a kind of orientation in which the seniors within a firm provide the subordinates with ways of making their concerns known”(Trade Form).Another said that, “Leaders in essence provide the subordinates with structured ways of making their ideas, feelings, observations and thoughts known regularly as well as easily in order to aid them understand that their efforts and contributions are valued even if the organization decides to go a different path(Oil Firm). Relatedly, Aityan and Gupta, (2012) argued that leaders should acknowledge employees for sharing their views and also reward valuable inputs which are useful to the organization. , A participant said that, “this is because many leaders complain about their employees being docile, but actually do little or nothing to help improve them”(Oil Firm). Another participant said that “often, employees do not have the knowledge or resources to achieve organizational goals. Many of the entrepreneurial leaders so to say are so accustomed to self-improvement that they assume that everybody else thinks or acts in that similar manner”(Pharmaceutical Firm). Bass (1996) as a result advised that leaders ought to help their subordinates in setting plans for their improvement, enhancement, and also reward their advancement, and for that the worker will be grateful and use the newly acquired skills for the overall benefit of the organization. Similarly, Armstrong & Laschinger (2006) posit that a lot of workers by their very nature dislike risk, which accounts for them being employees instead of advancing to entrepreneurs. As a consequence a participant said organizational constraints make some of us docile to rise as entrepreneurs or leaders in the organization especially in the private sector”(Agricultural Firm). Thus, Bass & Avolio, (1994) opined that employees will constantly seek approval before taking any action, or worse keep away from any new or dynamic action when working in environments where their superior is always correcting them even before they have a change to execute. Hence, Conger and Kanungo (1988) suggested that leaders should create milestones check points or establish laboratory environment where employees will have the opportunity of testing new ideas and learning from failures and/or success so they will gain understanding and feel comfortable innovating. Unfortunately, for the employees, a lot of superiors carry loads of information in their brains which the subordinates does not have access to, but yet are expected to take actions and make good decisions as if they understand every bit of it.

Exceptional leaders figure out a way to extract this vital information from their mind and share them in a well-structured and consistent manner that would help drive the organization from where it is to where it intends to be (Armstrong & Laschinger 2006). This is because employees who understand clearly the core values, purpose and direction of the company will easily make consistent decisions and take appropriate actions at any moment as employees need to know when they are meeting targets, expectations and more importantly when they are not. (Bass & Avolio, 1994). Leaders as a matter of importance should show consistency and diligence in their measurements and rewards so employees are motivated to do their best (Conger & Kanungo, 1998). Provide employees with reasons and give them the avenue to explore, even to lead, as an empowered employee not only derive satisfaction from merely financial stability, as they need to feel that the culture values their efforts and appreciates the contributions made by them.

Result Oriented Culture

“Communication is important in building a good result oriented culture for the organization”(Participant Oil Firm). Communication can bring alive a blueprint and creates positive behavior in employees as they promote mutual understanding amongst leaders and their employees to make a vision seem real and worth attaining through the use of language (Covey, 1992). Kouzes and Posner (1995) asserted that prior to getting into the specific details of objectives and goals, organizational cultures consume every of the time required on establishing an obscure-free vision that results in a plausible, total, and unchallenged acceptance of its achievability. A participant said that ‘result oriented culture involves a clear and honest deliberation of what people think and feel in terms of outcome’ (Agric, Sector). this is in line with Depree, (1997) who observed that a good leader ensures that everybody’s opinion is taken note of as every one of them carefully make enquiries to be sure that everyone’s expectations is known, where their anxiety lies and their hopes, with the big picture of what to be achieved in mind while conversing

A participant further said that ‘result oriented culture is useful in minimizing confusion and enabling those responsible to come up with realizable targets. She further stated that organizational culture asserts those targets once this is done (Pharmaceutical Firm). Convey (1992) posits that a visionary leader ought to skillfully discuss with employees the issues that are included in their proposed targets. The leader this way knows how the workers feel.

According to Pusely (2002), in building a strong result oriented culture, organizational culture clarifies scenarios linking the extant situations with future expectations, and then proceeds to improve them. They continue to focus as well as keep the process on course the target expected end, and help the team to see how far it has moved as well as the progress made. The leader ensures that everyone knows what is expected of them to prove their loyalty to the organization; thereby making employees to come back on track (Covey, 1992). An absolute concurrence with the team strategy, ensuring that team member’s commitments are clear and accepted, and that any and every activity as they should flow is known by all (Depree, 1997). By this, the organizational culture ensures that results will be gotten out of these interactions. As revealed by Pusely (2002), leaders multiply their influence on their subordinates by way of task specification in a bid to build a strong result oriented culture. More specifically, organizational culture: (1) Maintain an intense awareness of their inherent culture-related strengths and areas for development - critical skills sets in working in high-performing organizations.

Employee Commitment

Employee attitude as it pertains to their organization can bring about the behavioral component of commitment. A worker who has developed a feeling towards his work organization will certainly display committed behavior, and will most likely work to achieve the organizations overall targets like enhanced productivity, efficiency and a high quality service orientation to the customers (Wan 2013). Commitment to Rishipal and Manish (2013) is the sincerity, devotion, faithfulness, and relatedness towards a belief, person, course, organization or something. Employee commitment according to Wan (2013), is that devotion, and psychological attachment towards an organization which develops mostly as a consequence of increased satisfaction. And that satisfaction often is a consequence of a process of internal evaluation.

In conspectus, the more satisfied employees are when it comes to work environment, then the more likely that progress will be made in their sense of commitment as it pertains to their place of work. Without commitment, all the interest groups of the organization (employees, customers, investors etc), its existence and achievement of goals are unrealistic. Employee commitment is evident to the customers, and it is nearly impossible to build up committed customers without strong internal employee commitment. In essence, organizations need committed employees in order to attract committed clients. Employees who are committed and enthusiastic will certainly work dedicatedly and manufacture the goods and services of best quality and standards. Best quality products and services will generate the committed customer which is a very significant and crucial factor of management performance. Organizations with committed employees have been known to have better competitive advantage, and a higher rate of survival compared to organizations with less committed employees. The long term success of any organization depends highly upon the commitment and quality of the personnel therein (Keiningham & Aksoy, 2009). From the findings of a survey that was conducted by Aityan and Gupta (2012) employee commitment depends on the mutual commitment of the employer and the employee. In other words, while commitment must come from the employees, it is generated only by organizations that show commitment to its employees.

Dacri (2005) noted in line with some findings that employees often expect their employees to remain committed, but employers themselves must be committed in return. According to Antoncic and Antoncic (2011) in their findings submitted that commitment

exist in the organizations where and when employees believe in the objective of the organization, accept the objectives of the organization as their own, work for its common good and wishes to remain with the organization. Commitment to Pfeffer (1992) is that action with grows from honest motives.

To further buttress this point, commitment also can be seen as a form of affinity which requires deliberate activities of the employee to do only those things that will benefit their employer even when doing such may require sacrificing some of their own interest beyond what in some cases is required of them morally and legally (Elegido, 2013). While commitment is important, it is yet often times vague, elusive and inconsistent (Rosanas & Velilla, 2003). For the purpose of this work, only two measures, affective commitment and normative commitment were adopted.

Measures of Employee Commitment

Affective Commitment

Affective commitment, also known as affection for your job is that commitment which occurs when you feel a strong emotional attachment to your organization, and to the work that you do. You will most likely identify with the organization's goals and values, and you genuinely want to be there. An employee who enjoys his work is most likely to feel good, and be satisfied with his job. In turn, this increased job satisfaction is likely to add to his feeling of affective commitment. Effective teamwork can motivate employees and improve employee performance, self-sufficiency and self-efficacy through team autonomy, significance, satisfaction and cohesion with the team members (Griffin, Patterson & West, 2001). Affective commitment is a psychology term that causes many people to ask. Affective commitment is a term that refers to the tendency of a worker to stay at a company because of their emotional attachment to the firm. Understanding the parts of affective commitment could help an industrial or organizational psychologist provide improved services during their session with workers who are unsure of their futures, undecided about a new opportunity or frustrated with their current place within a business. Affective commitment is the emotional attachment an employee has towards the organization. This mean that an employee has a high level of active commitment, then the chances of an employee staying with the organization for long are high. Active commitment also means, an employee is not only happy but also engaged in the organizational activities like, participation in discussions and meetings, giving valuable inputs or suggestions that will help the organization, proactive work ethics, etc.

Normative Commitment

Normative commitment, also known as the sense of obligation to stay is that type of commitment which occurs when you feel a sense of obligation to your organization, even if you are unhappy in your role, or even if you want to pursue better opportunities. You feel that you should stay with your organization, because it is the right thing to do. Management in their strategies must give due consideration and ample resource allocation to keep their employees satisfied and motivated.

The idea that a satisfied employee is less likely to pursue greener pastures. Thus, implementing desirable human resource management policies have positive effect on employee commitment (Wan, 2013). To prevent employees from abandoning their commitment to the company, it is important to build-up their ties to the organization. One option is to establish a strong normative commitment. This commitment strengthens employee retention even when the organization faces adverse circumstances. In extreme cases, for example, when the company is facing bankruptcy, employees may sacrifice their revenue and benefits and stay on the bitter end because, as Weiner (1982) puts it, "they believe that it is the right and moral thing to do". Normative commitment also takes on the dimension of responsibility toward what we do, in other words, to do the job right, without defects. Thus, normative commitment brings significant benefits to an organization, but also implies that the relationship must be more balanced in order to maintain this reciprocity between the company and the workers, in which both have something to gain.

Discussion

Our study deepens the understanding of organizational culture and employee commitment. It particularly identifies salient missing gaps in the literature and shed light on the essence of organizational culture as integral to the overall employee commitment. Extant literature to understand the state of scholarship in this broad sub field was reviewed to understand the linkages between organizational culture and employee commitment.

Major gap identified in the literature reviewed include the need to device new organizational culture that could improve employee commitment. Shahzad and Shabbir (2012) studied the "impact of organizational culture on organizational performance". Norihiko and Tomokaz (2013) studied on "committed to the organization or the job? Effects of perceived HRM practices on employees' behavioral outcomes in the Japanese healthcare industry". Both studies were in United States of America and Japan respectively. However most third world countries have not been adequately examined, this constitutes a gap hence the researcher examined organizational culture and employee commitment in Nigeria.

This was necessitated with deepened investigation of dimensions of organizational culture (process oriented and result oriented cultures) in relation to employee commitment (affective and normative commitment). The major findings from the literature reviewed suggest that there is a strong positive relationship between organizational culture and employee commitment. Thus, the nature and application of organizational culture has key roles to play in over- all employee commitment. This suggests the need for improved organizational culture to strengthen employee commitment.

In a nutshell, based on literature reviewed, the study concluded that:

1. Strong organizational culture considerably influences employee commitment.
2. There is a positive influence of process oriented culture on affective commitment.
3. There is a significant influence of result oriented culture on normative commitment.

Recommendations

The following recommendations were made;

Corporate leaders can reduce negative impacts organizational relationship by adopting and implementing more rewarding organizational culture pattern to bring about employee commitment (Lian and Tui, 2012). In order to achieve a successful culture, managers should not ignore organizational culture and its themes, because culture can be used as a tool of comparative advantage during organizational development, and to build a strong cultural or organizational value (one in which beliefs and values are widely shared and strongly held), which can also offer many advantages, such as employee commitment, cooperation, control and communication (Dinku, 2017).

Every organization has its own unique culture or value set, and different organizations may have its own comprehension of culture meaning. The culture of the organization is typically created unconsciously, based on the values of the top management or the founders of an organization. Organizational culture should be tailored towards ensuring employee commitment that would come as a result of effective organizational culture, which would drive the organization to achieve its desired heights through committed employees. These are outlined as follows;

1. Management should maintain standard for high level of process oriented culture as it keeps the minds of employees sharp and their skills fresh to accomplish established goals.
2. Building a strong teamwork culture facilitates a healthy work environment.
3. Organizations should introduce process oriented culture as it helps employees to tackle performance challenges and tap into opportunities and increase affective commitment within the firm.
4. Management should build competence and confidence of employees which will help employees enjoy more options at work and enhance their output.
5. Management should constantly encourage all its employees to imbibe the normative commitment of the organization because this would improve performance and enhance potentials for a sound organization.

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