

Effect of Organizational Culture on Organizational Commitment in Selected Nigerian Breweries

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Abstract

This study examined the effect of organizational culture on organizational commitment in Nigeria Breweries. Survey research design was adopted, and the statistical tool employed comprises relative frequency and regression analysis. The findings show that there is a significant positive relationship organizational culture and organizational commitment. The study therefore concludes that Organizational commitment is a state of being in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization and organizational commitment is visible when organizational members are committed to existing groups within the organization, identify with organizational mission, able to adapt to their environment and are involved in decision making. We therefore recommend that Managers should build a culture in the work place that ensures the way things are done is very flexible and easy to change so that employees can easily adapt and put in their best performance, so as to trigger organizational commitment. Organizational heads should put in place a clear mission that gives meaning and direction in their organization, and formulate vision that creates excitement and motivation for all employees so as to be committed.

Key words: Organizational Culture, Employees' Involvement, Adaptability, Organizational Mission, Organizational Commitment.

1. Introduction

A powerful force at the workplace which is consciously and deliberately cultivated and passed on to the incoming employees in the work place is culture. Culture is the unifying factor or the very thread that holds and bind the organization together. The importance of organizational culture cannot be over emphasized, Organizational culture is pervasive and powerful. For business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Managers, today, are increasingly challenged with changing an organizations culture to support new ways of accomplishing work. Therefore, the purpose of this study is to create a better understanding of organizational culture and employee commitment at a selected company. This study attempts to look at a small business enterprise and ascertain the prevailing as well as the expected culture. The study further engages to reveal the level of employee commitment that is prevalent within this particular organization.

Organization today are facing challenges and opportunities due to the constantly changing world of business. The changes in the business world include technological advances and changing economic trends in the global market. Hence "social, cultural, political, technological and global forces challenge organization to redefine their strategies". The implication of these constant changes for Nigerian organization that are now part of the global market is that they are expected to compete and survive in a dynamic business world. These changes also

affect other aspects of the functioning of the organization, such as organizational culture and organizational commitment.

Organizational culture has a strong influence on employees' behaviour and attitudes.

Despite so much researches and studies there is contradiction about the relationship between organizational culture on employee commitment, some authors found positive relationship while others found negative relationship between organizational culture and employee commitment, the various studies based on empirical evidence have come as contradictory.

Although empirical research has been carried out on corporate culture and employee commitment to the organization, there has been little evidence to prove the effect of corporate culture on organizational commitment [1]. In a study of Hong Kong and Australian managers, found a positive effect of corporate culture on organizational commitment [2]. The effect of four dimensions of corporate culture namely teamwork, communication, reward and recognition, and training and development on organizational commitment was examined [3] and found that all the four dimensions of corporate culture were important determinants of organizational commitment. While it was reported that a significant relationship between corporate culture and organizational commitment, showed only a weak association between corporate culture and organizational commitment [4] [5].

This study was prompted by the substantial international body of theory and research that has emphasized the vital importance of organizational culture and organizational commitment, and the fact that there has been no research in Nigeria on the relationship between these concepts. Some of the biggest challenges for developing theories with cross-cultural relevance come in the area of organizational studies. Differences in behavior, work values, and culture have been studied by many researchers in many different countries. Several frameworks have proven useful for understanding cultural differences and have helped to establish some relatively universal dimensions (e.g. individualism) that can be useful in understanding differences across national cultures [6][7] and organizational culture. But few researchers have attempted to understand the impacts that employees' involvement in decision making, organizations ability to adapt to their environment, employees' identification with organizational mission have in influence employees' commitment to the organization.

A careful examination of the cultural profile of the management teams in selected Breweries reveals some key organizational problems: All of the indices or measures of adaptability are poor: learning and creating change fall quarterly and same with customer focus. The only strength in the area of mission is the operational focus on goals and objectives, indicating that there is little long-term strategy. Employee involvement in decision making is also low, showing strengths only in the area of team orientation.

Looking at the cultural profile of most Breweries in Nigeria, you see a number of different symptoms of the organization's decline that are linked to the behavior of the top management team. The Brewery sector, has been experiencing high competition in recent times and this study aims at assessing the effect of organization culture and commitment of the employees of the Breweries Industry. This research study endeavours to determine the relationship between the organizational culture and organizational commitment in selected Breweries in Nigeria.

Most employees in the Breweries Industry want to be proud of their organizations, to have a good organizational culture and good relationship with other employees and managers. Many factors influence both individuals and groups in organizations, but not all are considered when trying to understand the behaviour of people at work.

Culture of the organizations with which individuals are associated are among those factors that are most frequently overlooked in the work place. Hence this study is aimed at determine the relationship between organizational culture and organizational commitment in Breweries Nigeria.

1.2. Research Questions

1. What is the effect of employees' involvement in decision making and employees' commitment to the organization?
2. What is the effect of organizations ability to adapt to their environment and employees' commitment to the organization?
3. What is the effect of employees' identification with organizational mission and employees' commitment to the organization?

2. Review of Literature

2.1 Organizational Culture

Organizational culture can be seen as a system of shared meaning held by members, distinguishing the organization from other organization [8]. organizational culture was described as “a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” [9].

This description highlights that organizational culture comprises created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization. For new employees, this would mean adaptive behaviour within the organization, leading to new belief systems. This new and adaptive behaviour, instilled through organizational values and beliefs, is associated with rituals, myths and symbols to reinforce the core assumptions of organizational culture [10].

2.2 Organizational commitment

Organizational commitment as behaviour is visible when organizational members are committed to existing groups within the organization. Therefore, organizational commitment is a state of being in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization [11].

Common to the three dimensions of organizational commitment is the view that organizational commitment is a psychological state that characterizes organizational members' relationship with the organization and has implications for their decision to continue or discontinue membership in the organization [12]. An employee who is engaged to the organization is emotionally, cognitively and personally committed to the organization and its goals by exceeding the basic requirements and expectations of the job [13].

Organizational commitment is “a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization” [13]. Organizational commitment remains a contested construct that has been conceptualized and measured differently. It is viewed from behavioural and attitudinal perspectives [2]. Behavioural commitment is concerned with the process by which an employee becomes part of a particular organization and appropriate behaviour exhibited by the employee. On the other hand, attitudinal commitment views organizational commitment in terms of the relationship between an

employee and the organization, and the extent to which the employee and the organization share the same goals and values [14].

A committed employee is the person who stay with the organization in tough condition and try to fulfill the organizational goals. Organizational culture and Commitment has strong relationship, but organizations with negative organizational culture faces lack of employee commitment [15]. Continuance commitment makes sure that employee will not quit the organization and will not response to dissatisfaction and make sure that they remain with the organization [16].

2.3 Corporate Culture and Organizational Effectiveness

This stream of research has developed an explicit model of organizational culture and effectiveness and a validated method of measurement. Using data from 764 organizations, the four different cultural traits, mission, consistency, adaptability and involvement, were related to different criteria of effectiveness [17]. This research found that the traits of mission and consistency were the best predictors of profitability, the traits of involvement and adaptability were the best predictors of innovation, and the traits of adaptability and mission were the best predictors of sales growth. There is a link the elements of the model to differences in customer satisfaction in two industries [18], and an application of this model was presented to foreign-owned firms operating in Russia [19].

The Denison model is based on four cultural traits of effective organizations that are described below with references to the organizational studies literature. A more complete review linking of these traits is provided by Denison and Mishra [20]:

Involvement. *Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, Lawler, Likert,) in [20].*

Consistency. *Organizations also tend to be effective because they have “strong” cultures that are highly consistent, well-coordinated, and well integrated (Davenport, Saffold,) in [20]. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view [20]. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge) and boost the commitment of employee.*

Adaptability. *Ironically, organizations that are well integrated are often the most difficult ones to change [20]. Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, Senge) in [20].*

Mission. *Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzberg, Ohmae, Hamel & Prahalad) in [20]. When an organization’s underlying mission changes, changes also occur in other aspects of the organization’s culture.*

2.4 Corporate Culture and Organizational Commitment

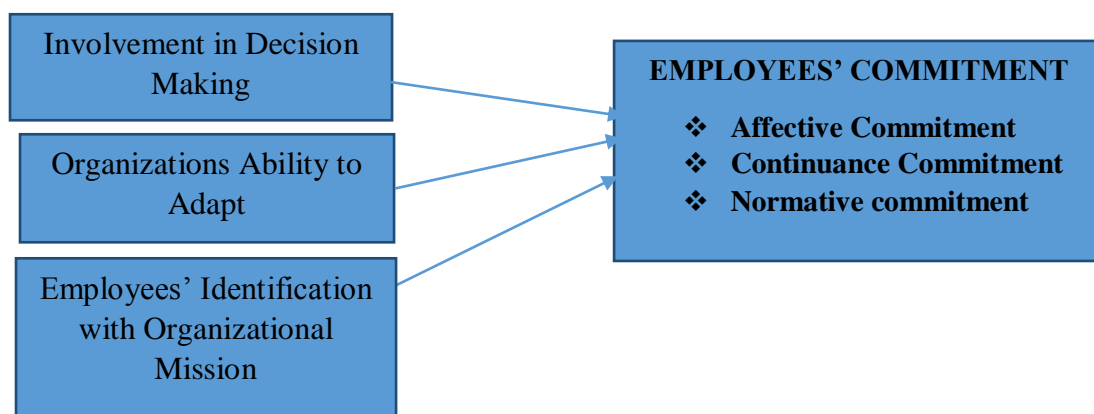
A committed employee is determined to stay with the organization irrespective of whether the organization is in a favourable or unfavourable state [21]. Corporate culture is pervasive and powerful as it either encourages or hampers change in the organization. For employees, corporate culture is either the glue that binds employees to the organization or the wind that blows them away.

Corporate culture is important in enhancing organizations' key capabilities and how they function. Culture is also essential in determining how well an employee fits into the organizational context. Meanwhile, the importance of a good fit between an employee and the organization cannot be overemphasized [22]. It was argued that corporate culture affects the commitment of employees within the organization and the strength of organizational commitment is correlated with the strength of corporate culture [23]. A strong corporate culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases.

Corporate culture is vital in developing and sustaining employee commitment and intensity levels that is often characteristic of successful organizations [24]. In addition, shared values which are an aspect of corporate culture enhance employees' identification and attachment to the organization. This clearly shows that employees elect to be committed to organizations whose values they share [25].

Although empirical research has been carried out on corporate culture and employee commitment to the organization, there has been little evidence to prove the effect of corporate culture on organizational commitment [1]. In a study of Hong Kong and Australian managers, a positive effect of corporate culture on organizational commitment was found [2]. The effect of four dimensions of corporate culture namely teamwork was examined, communication, reward and recognition, and training and development on organizational commitment and found that all the four dimensions of corporate culture were important determinants of organizational commitment [3]. While it was reported that a significant relationship exist between corporate culture and organizational commitment [4].

Organizational Culture



Source: Authors Conceptual Framework

2.5 Research Hypotheses

H₀₁: There is no significant relationship between employees' involvement in decision making and employees' commitment to the organization.

H0₂: There is no significant relationship between organizations ability to adapt to their environment and employees' commitment to the organization.

H0₃: There is no significant relationship between employees' identification with organizational mission and employees' commitment to the organization.

3 Methods

The present study focused on organizational culture and employee commitment in the selected Breweries in Nigeria. The unit of analysis comprises of employees (management staff) of the selected Breweries listed under the Nigerian stock exchange. This study is centered on three (3) dimensions of organizational culture, which includes- cultural traits namely, involvement, adaptability, and mission while employee's commitment to the organization is measured by Affective Commitment, Continuance Commitment and Normative Commitment.

The design method employed for this study was the descriptive survey research method, it is the choice of the researcher because it aids the researcher in the assessment of public opinion using questionnaire and sampling methods [26]. The sampling frame for the study was created from the 6 Breweries listed under the Nigerian Stock Exchange (NSE). The population of the management staff of the six (6) breweries is 520. A sample is said to be representative of the population from which it is drawn if the aggregate characteristics of the sample closely approximate those same aggregate characteristics of the population [27]. A total of 226 staff of the 6 breweries was selected as the sample size as derived Using Taro Yamen's formula:

226 staff from the 6 breweries were selected using simple random sampling. SRS is best used when you have an accurate and easily accessible sampling frame that lists the entire population and better with over a few hundred. It is also appropriate for each category because the study involves hypothesis testing using inferential statistics, and SRS provides a means by which the degree of error can be estimated [27], Regression and correlation analysis was employed

4 Results

Out of the 226 sets of questionnaire administered, two hundred and sixteen (216) were returned, six (6) were not properly filled and two hundred and ten (210) were useable which is about 92% acceptable return rate. The demographic information of the respondent showed that 50.29% of the respondents were males and 49.71% were females. 12.86% of the respondents were in the age group of bellow 30 years, 32.86% were in the age group of 31-35 years, 40% were in the age a bracket of 36 – 40 years. While 14.26% were above 40 years. 76.67% of the respondents were married while 23.33% were single. In terms of educational qualification, 6.67% of the respondents reported that they possess 0' level certificate, 18.71% of the respondents indicate that they have either NCE or OND certificate. Those that have either HND or B.Sc. as their highest qualification were 54.29% of the total respondents. 13.33% reported to be either MBA or M.Sc. certificate holders, while 7.14% of the respondents indicated that they have qualifications higher than M.Sc. or its equivalent.

Research Question 1: What is the effect of employees' involvement in decision making and employees' commitment to the organization?**Table1: Involvement**

S/N	Involvement Index	Scale					Means
		SA	A	U	D	SD	
1.	Decisions are usually made at the level where the best information is available.	58 (27.6)	79 (37.6)	26 (12.4)	21 (10)	26 (12.4)	3.7
2.	Information is widely shared so that everyone can get the information he or she needs when it's needed.	68 (32.4)	74 (35.2)	32 (15.3)	11 (5.2)	25 (11.9)	3.8
3.	Everyone believes that he or she can have a positive impact.	85 (40.5)	84 (40)	25 (11.9)	5 (2.4)	11 (5.2)	4.1
4.	Business planning is ongoing and involves everyone in the process to some degree.	53 (25.2)	53 (25.2)	32 (15.3)	32 (15.3)	40 (19)	3.3
Mean of means							3.73

Source: field work, 2016.

As shown in Table 1, high number of respondent are of the opinion the cultural built of their organization encourages employee involvement in planning, information sharing and in decision making.

Research Question 2: What is the effect of organizations ability to adapt to their environment and employees' commitment to the organization?**Table 2: Ability to Adapt to their Environment**

S/N	Ability to Adapt Index	Scale					Means
		SA	A	U	D	SD	
5.	The way things are done is very flexible and easy to change.	68 (32.4)	79 (37.6)	26 (12.4)	21 (10)	16 (7.6)	3.8
6.	We respond well to competitors and other changes in the business environment.	63 (30)	89 (42.4)	32 (15.3)	11 (5.2)	15 (7.1)	3.8
7.	New and improved ways to do work are continually adopted.	95 (45.2)	84 (40)	26 (12.4)	5 (2.4)	- -	4.3
8.	Different parts of the organization often cooperate to create change.	105 (50)	53 (25.2)	5 (2.4)	26 (12.4)	21 (10)	3.9
Mean of means							3.95

Source: field work, 2016.

In Table 2 large number of the respondents agreed that the cultural built of their organization encourage adaptation to the business environment, in new and improved ways to do work, in responding well to competitors and other changes in the business environment, and that the way things are done is very flexible and easy to change.

Research Question 3: What is the effect of employees' identification with organizational mission and employees' commitment to the organization?**Table 3: Mission**

S/N	Mission Index	Scale					Means
		SA	A	U	D	SD	

13.	Our strategy leads other organizations to change the way they compete in the industry.	68 (32.4)	79 (37.6)	26 (12.4)	21 (10)	16 (7.6)	3.8
14.	There is a clear mission that gives meaning and direction to our work.	63 (30)	89 (42.4)	32 (15.3)	11 (5.2)	15 (7.1)	3.8
15.	Our vision creates excitement and motivation for our employees.	95 (45.2)	84 (40)	26 (12.4)	5 (2.4)	- -	4.3
16.	We are able to meet short-term demands without compromising our long-term vision.	105 (50)	53 (25.2)	5 (2.4)	26 (12.4)	21 (10)	3.9
Mean of means							3.39

Source: field work, 2016.

As indicated in Table 3, he respondents largely agreed they largely identify with the organizational mission and that they are able to meet short-term demands without compromising our long-term vision.

That the cultural built of their organization has a clear mission that gives meaning and direction to their work.

Table 4: Affective Commitment

S/N	Affective Commitment Scale	Scale					Means
		SA	A	U	D	SD	
17	I feel comfortable expressing my views/suggestions at meetings.	68 (32.4)	79 (37.6)	26 (12.4)	21 (10)	16 (7.6)	3.8
18	Employees are involved in formal participation processes such as problem-solving groups, decision making.	63 (30)	89 (42.4)	32 (15.3)	11 (5.2)	15 (7.1)	3.8
19	I am committed to my job even when our supervisor is not with us.	95 (45.2)	84 (40)	26 (12.4)	5 (2.4)	- -	4.3
20	I am determined to contribute my quota toward the achievement of organizational goals and objectives.	105 (50)	53 (25.2)	5 (2.4)	26 (12.4)	21 (10)	3.9
Mean of means							3.95

Source: field work, 2016.

Table 5: Continuance Commitment

S/N	Continuance Commitment Scale	Scale					Means
		SA	A	U	D	SD	
21	It would be very difficult for me to leave my organization right now - even if I wanted to.	58 (27.6)	79 (37.6)	26 (12.4)	21 (10)	26 (12.4)	3.7
22	One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice -another organization may not match the overall benefits that I have here.	68 (32.4)	74 (35.2)	32 (15.3)	11 (5.2)	25 (11.9)	3.8
23	One of the few serious consequences of leaving my organization is the scarcity of available alternatives.	85 (40.5)	84 (40)	25 (11.9)	5 (2.4)	11 (5.2)	4.1
24	I am not afraid what might happen if I quit my job without having another one lined up.	53 (25.2)	53 (25.2)	32 (15.3)	32 (15.3)	40 (19)	3.3
Mean of means							3.73

Source: field work, 2016.

Table 6: Normative commitment

S/N	Normative commitment Scale	Scale					Means
		SA	A	U	D	SD	

25	I believe that these days, people move from one company to another too frequently.	116 (55.2)	68 (32.4)	11 (5.2)	11 (5.2)	4 (1.9)	4.3
26	One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.	100 (47.6)	84 (40)	5 (2.4)	11 (5.2)	10 (4.8)	3.9
27	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	52 (24.8)	88 (41.9)	35 (16.7)	20 (9.5)	15 (7.1)	3.7
28	I believe that a person must always be loyal to his / her organization	94 (44.8)	63 (30)	26 (12.4)	11 (5.2)	16 (7.6)	4.0
Mean of means							3.95

Source: field work, 2016.

In Table 4-5 respondents indicated largely their high level of commitment to the organization: affectively, normatively and continuously.

Testing of Hypotheses

Table 7: Multiple Regressions of dimensions of organizational culture and organizational commitment coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1					
(Constant)	75.965	1.825		.539	.591
Involvement	.434	.020	.417	5.14	.000
Adaptability	.331	.040	.288	2.16	.002
Mission	.396	.039	.341	2.22	.001
Organizational Commitment- (Affective, Continuance & Normative commitment)	.254	.121	.221	1.92	.002

a. Dependent Variable: **Organizational Commitment**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
	.852 ^a	.726	.682	1.516	1.915

a. Predictors: (Constant), Involvement, Adaptability, Mission

ANOVA^a

Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	868.986	4	182.829		.000 ^a
Residual	362.209	205	.621	80.413	
Total	1231.195	209			

a. Predictors: (Constant), Involvement, Adaptability, Mission

b. Dependent Variable: Organizational Commitment

The F-ratio (ANOVA Table) tests whether the overall regression model is a good fit for the data. The table shows that the independent variables organizational culture measured by Involvement, Adaptability and Mission significantly predict the dependent variable (organizational commitment), $F(4, 205) = 80.413, p < .005$ implying the regression model is a good fit. Durbin Watson score of (1.983) indicates the absence of multicollinearity, since 1.915 can be approximated to 2 [28]. Finally when the multicollinearity of the predictor variable is held constant, the result reviewed that 68.2% of the constructs of independent variables- organizational culture (Involvement, Adaptability, Mission) score account for variability in dependent variable (organizational commitment) and it is significant ($p=0.000 < 0.01$).

Hypothesis One (H0₁): There is no significant relationship between employees' involvement in decision making and employees' commitment to the organization.

The coefficient table 4.6 shows that organizational culture has significant influence organizational commitment.

The regression analysis result for involvement exhibited a positive relationship with organizational commitment, giving the Beta value ($\beta = .434, p = 0.000$). The exact level of significance calculated (.000) is less than the probability of committing a type error (0.05). Given the result, the null hypothesis would be rejected.

This is supported by [20] that People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization. Effective organizations encourages involvement, empower their people, build their organizations around teams, and develop human capability at all levels, which is in consonant with [4].

Hypothesis Two (H0₂): There is no significant relationship between organizations ability to adapt to their environment and employees' commitment to the organization.

The coefficient table 4.6 shows how organizations ability to adapt to their environment influences employee's to be committed to their organization. The regression analysis result for organizations ability to adapt to their environment exhibited a positive relationship with organizational commitment, giving the Beta value ($\beta = .288, p = 0.002$). Since the exact level of significance (.002) is less than the probability of committing a type one error (0.05). We reject the null hypothesis implying that significant relationship exist between organizations ability to adapt to their environment and organizational commitment.

This finding align with [21] that Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change, igniting their employees to be committed to the organizational.

Hypothesis three (H0₃): There is no significant relationship between employees' identification with organizational mission and employees' commitment to the organization.

From the coefficient table 4.6 the regression analysis result employees' identification with organizational mission exhibited a positive relationship with organizational commitment, giving the Beta value ($\beta = .341$, $p = 0.003$).

On hypothesis three table 4.6 showed that the exact level of significance (.001) is less than the probability of committing a type one error (0.05). There is the need therefore to reject the null hypothesis implying that there is significant relationship between employees' identification with organizational mission and organizational commitment.

In other to promote and ensure organizational commitment, successful organizations should have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future [14]

5 Conclusion

This research found that the traits of mission, involvement and adaptability were good predictors of organizational commitment [2]. Organizational culture has a strong influence on employees' behaviour and attitudes. The main strategic objective of culture is to bring the right people together, in order to achieve the organizational goals.

Organizational commitment is a state of being in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization [11] and organizational commitment is visible when organizational members are committed to existing groups within the organization, identify with organizational mission, able to adapt to their environment and are involved in decision making.

6 Recommendations

1. Managers and organizational leaders should ensure the build and encourage a culture that involve employees in the decisions making process and the decision usually should be made at the level where the best information is available. They should ensure this information is widely shared so that everyone can get the information he or she needs when it's needed'
2. Managers should build a culture in the work place that ensures the way things are done is very flexible and easy to change so that employees can easily adapt and put in their best performance, so as to trigger organizational commitment.
3. Leadership in organizations should be assessed and managers should become aware of what is needed to obtain positive results from employees in order to be committed and improve performance.
4. Organizational heads should put in place a clear mission that gives meaning and direction in their organization, and formulate vision that creates excitement and motivation for all employees so as to be committed.

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