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Abstract

This study investigated the relationship between organizational culture and employees' commitment in public tertiary institutions in Lagos State, Nigeria. Four hypotheses were tested in this study. The descriptive research design type was adopted for the study. The population of the study comprises all the non-teaching and teaching employees in public tertiary institutions in Lagos State. The simple random sampling technique was first adopted to select four out of the seven public tertiary institutions in Lagos State for the study. The simple random sampling was further used to select 50 employees from each of the four public tertiary institutions comprising a total of 200 samples for the study. An instrument tagged "Organizational Culture and Employees Commitment Questionnaire" was used to collect data for the study. The instrument was validated and a reliability coefficient of 0.78 was obtained for the instrument. Data collected were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exist between organizational culture and employees' commitment in public tertiary institutions in Lagos State. It was further found that significant difference exist in the commitment of employees of different sex, ages and length of service to their institutions in Lagos State should Management improve on the current rewards system in their institutions to enhance employees' commitment levels as well as output among others.

Keywords: *Organizational Culture, Employees Commitment, Human Capital, Institutions*

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I. Introduction

A well managed organization usually sees an average worker as the root source of quality and productivity (Harrison and Spoke; 1992). The level of the employees' commitment to their organization is therefore an important factor in determining the overall employees' job performance. The extent of the employee level of commitment could be influenced either positively or negatively by the culture existing in an organization. According to Deshpande and Farley (1999), employees' commitment to the values and goals of an organization, teamwork and socialization are of utmost important. They stressed that the issue of how the commitment of employees to their jobs are sustained depend on the existing culture in an organization. They stressed further that the culture which consist of a set values, beliefs and behavioural pattern forms the core identity of organization which will ultimately help in shaping the behaviour of employees.

According to Mullins (2000), the culture of an organization is one of the factors that strategically come together to develop an organization. It stressed that the culture of an organization, like, the culture of the people can be a motivating factors in maximizing the value of human capital which can ultimately be managed for organizational success. The school either at primary, secondary and tertiary levels as an organization is expected to have its own

culture which has to be nurtured and sustained for the overall achievement of the educational goals. In this regard, the leadership of schools need to have an in depth understanding of the school's culture to be able to harness them to bring about high level of job commitment from employees.

Statements of Problem

The absence of a well laid down culture in most tertiary institutions in Lagos State to some extent may affect the level of commitment of employees negatively. Although many other factors might affect the level of commitment of employees in public tertiary institutions in Lagos State to their institutions i.e improvement on the training and development programmes to enhance employee productivity and involvement in decision making process to bring about sense of belonging. The question therefore is what steps are being taken or could be taken to have a well defined culture in most tertiary institutions in Lagos State to enhance the level of employees commitment to their institutions? Are there differences in the level of the commitment of employees based on gender, age and length of service?

Research Questions

In addressing the problems of this study, the following research questions were answered;

- I. **1. Is there a relationship between organizational culture and the commitment of employees in public tertiary institutions in Lagos State?**
- II. **2. Is there any difference in the commitment of male and female employees in public tertiary institutions in Lagos State?**
- III. **3. Is there any difference in the commitment of employees of different ages in public tertiary institutions in Lagos State?**
- IV. **4. Is there any difference in the commitment of employees with different length of service in tertiary institutions in Lagos State?**

Hypotheses

Based on the research questions, the following hypotheses were formulated for the study;

1. There is no significant relationship between organisational culture and the commitment of employees in public tertiary institution in Lagos State.
2. There is no significant difference in the commitment of male and female employees in public tertiary institutions in Lagos State.
3. There is no significant difference in the commitment of employees of different

ages in public tertiary institutions in Lagos State.

4. There is no significant difference in the commitment of employees with different length of service in public tertiary institutions in Lagos State.

II. Literature Review

Organizational culture has no single definition due to the fact that the culture of an organization in itself is an undefined nature of behaviour in an organization that is exciting but subtle in nature to the extent that it may not be consciously noticed by employees in an organization according to (Robbins, 2000). Mullins (1999) defines organizational culture as the collection of traditions, values, beliefs, policies and attitudes that constitute a pervasive 'content for everything one does and think, in an organization. Deal and Kennedy (1982) on their part define organizational culture as a set of values that underline how we do our duties around here. Harrison et al (1992) states that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organization. They stressed that these shared meaning are a set of characteristics, and that the organization values and the essence of an organization's culture can be captured in seven primary characteristics. These include innovation and risk taking, attention to detail, outcome orientation, people orientation, team

orientation, aggressiveness and stability. According to them, each of these characteristics exists on a continuum from low to high. They concluded that the appraisal of an organization on these seven characteristics, gives a composite pictures of the organization's culture.

The four dimensions of organizational culture as identified by Harrison et al., (1992) include power dimension, role dimension, achievement dimension and support dimension. The power dimension describes the organization culture based on inequality of access to redemption. Role dimension focuses mainly on job description and specialization. Achievement dimension refers to task culture which involves focusing on realizing organizational goals. The support dimension describes an organizational climate that is based on neutral trust between the individual and the organization. Some other literatures such as Meyer and Allen (1991) and Ricardo and Jolly (2001) identified communication, training/development, rewards/recognition, effective decision making, risk taking for creativity and innovation, proactive learning, team work, and fairness and consistency in most practice as dimensions of organizational culture. However, teamwork, communication, training/development and reward/recognition are the four dimensions that have greatest effect on employees' behaviour[commitment according to Lau and Idris (2001) and this was adopted for this study. In relation to the school, Hargreaves (1995)

stated that school as an organization has culture as the bedrock of behaviours, which assists in the achievement of school efficiency. He concluded that the effectiveness of the school is rooted in culture along with the leadership activities. As a result, the school authority, those vested with the administration of the school need to understand that a strong culture is beneficial to the overall achievement of the school objectives.

Employee commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it (Nystrom, 1993). Organizational commitment can also be defined as the degree to which an employee identifies with the goals and values of the organization, and is willing to put in efforts to help the organization to achieve these goals (Hersevitch and Meyer, 2002). Organizational commitment according to Muthuvelo and Rose (2005) can also be described as the willingness of employees to accept the goals and value of the organization and to work towards the achievement of these goals. Meyer et al.,(1991) identified three types of commitment, namely affective commitment, continuance commitment and normative commitment. The affective commitment involves the employees' emotional attachment to identify with and involve in the organization. The continuance commitment involves commitment based on the cost that the employee associates with leaving the organization. The normative commitment on its

part involves the employees' feelings of obligation to stay within the organization. Meyer et al., (1991) stressed further that the three components of organizational commitment are not mutually exclusive. This means that employees could be simultaneously committed in an affective, continuance and normative commitments at different levels of intensity. The employee may have a commitment profiles that may reflect high or low levels of all components (Meyer et al, 1991). These different profiles would eventually lead to different effects on work place behaviour and could be influenced by many factors, one of it being organizational culture, (Herseovitch et al 2002)

Many researchers, in their respective studies have found that organizational culture was linked to employees' commitment to their organisation. In the same vein, Lau and Idris (2001) found that organizational commitment is influenced by cooperate culture because it reflects the relative strength of employees attachment or involvement with their organization. Ooi and Arumugan (2006) also found out that significant relationship exist between corporate culture and the commitment of employees of semi conductor organizations in Malaysia. They concluded that both organizational culture and organizational commitment when implemented successfully will bring about change initiatives in an organization. Drenth, Thierry and Wolf (1988) found in their research that a positive

relationship exists between a high level of organizational commitment and organizational culture. Nystron (1993) in his study also found that a significant correlation exists between organizational culture and organizational commitment.

Some studies have also found that significant relationship exist in some instances between organisational commitments with some demographic factors such as gender, age and length of service. Olanrewaju and Kanisola (2010) and Irving, Coleman and Coleman (1997) found out that organisational commitment is influenced by sex and concluded that female employees exhibit greater organizational commitment to their job when compared to the male employees. Akintayo (2010) and Aranya and Ahron (1986), however, found that male respondents show higher level of organisational commitment than the female respondents. In relation to the relationship between age and organisational commitment, Irving et al (1997) in their studies found that age was not a significant predictor of organisational commitment. However, Meyer et al., (1991) found that age has influence on organisational commitment. They argued that age might be correlated with commitment in the sense that seniority is associated with the opportunity to better ones position on the job.

In their study, Eilemer, Gilder and Herval (1998) found that older employees are more

committed to their job than younger employees. Organizational commitment has also been found to be related to the employees' length of service in an organisation. Akintayo (2010) however found that no significant difference exist between organisational commitments of respondents with above ten years of experience on the job than those with below ten years working experience. Elhemer et al., (1998) in their studies found that a demographic variable such as employees' length of service is related to organisational commitment. They found out that employees with more length of service are more committed to their job than those with lesser length of service.

It appears from the above review that the relationship between organisational culture and employees' commitment on one side and the differences in the level of commitment of employees of different sex, age and length of service to their organisation on the other hand has been a subject of controversy by researchers. It is based on this background, that this study was set out to examine critically the relationship between organisational culture and employees' commitment in public tertiary institutions in Lagos State.

III. Methodology

The descriptive research design was adopted for this study. The population of the study consists of all the teaching and non-teaching staff in the seven tertiary institutions in Lagos State. Four

tertiary institutions out of seven namely; Adeniran Ogunsanya College of Education Ijaniki, Federal College Education Technical Akoka Yaba, Lagos State University Ojo and Micheal Otedola College of Primary Education Epe were selected using simple random sampling technique. A total of 50 employees were selected through random sampling technique from each of the tertiary institutions comprising 200 respondents used in this study. The teaching and the non teaching staff were the respondents of the study.

An instrument tagged 'Organisational Culture and Employees Commitment Questionnaire', which consist of three sections (A -C) was used to collate data for the study. Section A seeks demographic information about the respondents. Section B was adapted from Lau and Idris (2001) with some modification and it measures the four dimensions of organisational structure. Section C was also adapted from Meyer et al., (1991) with some modification and it measures the 3 component of organisational commitment. Response to the items on the questionnaire was on a 4 point likert scale style ranging from Strongly Agree (SA) - 4 points, Agree (A) - 3 points, Disagree (D) - 2 points and Strongly Disagree (SD) - 1 point.

The content validity of the instrument was determined by experts in Test and Measurement who matched all the items of the inventory with the research questions and the hypotheses to

ascertain whether the instrument actually measured what it was supposed to measure. The reliability of the questionnaire was determined through test retest reliability technique. The instruments were administered to 30 respondents not involved in the study. After 14 days, the instrument was re-administered to the same respondents. The data collected on the two tests were subjected to Pearson Product Moment Correlation Analysis. A computed reliability coefficient of 0.78 was obtained indicating that the instrument was reliable for the study.

The research instrument was personally administered by the researchers. The data

collected for the study were analyzed using both descriptive and inferential statistics. The descriptive statistics used in the study include frequency counts and percentages. Hypothesis 1 was tested using the Pearson Product Moment Correlation Coefficient while Hypothesis 2 was tested using the independent statistical t-test. Hypotheses 3 and 4 were tested using ANOVA. All the hypotheses were tested at 0.05 level of significant.

IV. Results

Descriptive Statistic

The demographic profiles of the respondents are detailed in Table 1.

Table 1: Demographic Profile of Respondents

| | | | |
|-------------------|---------------------|-----|-------|
| Category of | Teaching Staff | 102 | 51% |
| Employees | Non- Teaching Staff | 98 | 49% |
| | Male | 123 | 61% |
| Sex | Female | 77 | 39% |
| | Below 30 yrs | 40 | 20% |
| Age | 30 - 45 yrs | 82 | 41 |
| | Above 45 yrs | 78 | 39% |
| | Below 10 yrs | 47 | 23.5% |
| Length of Service | 10-25 | 93 | 46.5% |
| | Above 25 yrs | 60 | . 30% |

Source: Researchers' Field Survey

From Table 1, 51% of the respondents are teaching staff while 49% are non-teaching staff. 61% of the respondents are male while the

remaining 39% are female. Furthermore, 40% of the respondents were within the age bracket of (Below 30yrs) while 41% and 39% of the

respondents were within the age bracket of (30 - 43yrs) and (above 45 yrs) respectively. Lastly, majority of the respondents comprising 46.5% have worked in tertiary institutions in Lagos State within the period of (10-25 yrs) while 23.5% and 30% of the respondents have worked within the period of (Below 10yrs) and (Above 25 yrs) respectively.

Inferential Statistics

The analysis of data to test the four hypotheses formulated for this study were presented in Tables 2-5.

Hypothesis 1 states that there is no significant relationship between organizational culture and the commitment of employees in public tertiary institution in Lagos State. The result of the analysis is presented in Table 2.

Table 2: Summary of Pearson Product Moment Correlation Coefficient of Organizational Culture and the Commitment of Employees in Public Tertiary Institutions in Lagos State

| | | | | | | critical | Significa | |
|------------------------|-----|-------|------|-----|------|----------|-----------|-------------|
| Organizational Culture | 200 | 68.90 | 10.4 | | | | | |
| Employees Commitment | 200 | 50.52 | 6.33 | 198 | 0.88 | 0.195 | 0.05 | Ho rejected |

Source: Researchers' Field Survey

Table 2 shows that a calculated r-value of 0.88 resulted as the relationship between organizational culture and the commitment of employees in public tertiary institutions in Lagos State. This calculated r value is significant since it is greater than the critical r-value of 0.195 given. 188 degrees of freedom at 0.05 level of significance. Hence, the null hypothesis is rejected. This shows that there is a significant

relationship between organisational culture and the commitment of employees' in public tertiary institutions in Lagos State.

Hypothesis 2 states that there is no significant difference in the commitment of male and female employees in public tertiary institutions in Lagos State. The result of the analysis is presented in Table 3.

Table 3: Summary of Independent T-Test Analysis of the Difference in the Commitment of Male and Female Employees in Public Tertiary Institutions in Lagos State

| Variable | | | | | | | | |
|---------------|-----|-------|------|-----|------|------|------|----|
| Male | 123 | 54.12 | 7.22 | | | | | |
| Female | 77 | 49.13 | 6.03 | 198 | 5.09 | 1.96 | 0.05 | Ho |

Source: Researchers' Field Survey

The result Table 3 shows that a calculated t-value of 5.09 resulted as the difference in the commitment of male and female employees in public tertiary institutions in Lagos State. This calculated t value is significant since it is greater than the critical r-value of 1.96 given 188 degrees of freedom at 0.05 level of significance. Hence, the null hypothesis is rejected. This shows there is significant difference in the

commitment of male and female employees in public tertiary institutions in Lagos State.

Hypothesis 3 states that there is no significant difference in the commitment of employees of different ages in public tertiary institutions in Lagos State. The result of the analysis is presented in Table 4.

Table 4: Summary of One-Way Analysis of Variance on the Difference in the Commitment of Employees of Different Ages in Public Tertiary institutions in Lagos State

| | | | | | |
|----------------------------|----------------------|--------------------------|-----------------------|---------------------|----------------------|
| Below 30yrs | 40 | 41.0 | 6.77 | | |
| 30 - 45yrs | 82 | 49.5 | 5.98 | | |
| Above 45yrs | 78 | 51.5 | 6.80 | | |
| Source of variation | Sum of Square | Degree of Freedom | Mean of Square | F calculated | F table value |
| Between Group | 1857.280 | 2 | 928.64 | | |
| Within Group | 14624.465 | 197 | | | |
| error Total | 16481.745 | 199 | 80.35 | 11.56 | 3.04 |

Source: Researchers' Field Survey

The result in Table 4 shows that the calculated F-value of 11.56 resulted as the difference in the commitment of employees of different age group in public tertiary institutions in Lagos State. This calculated F-value is significant since it is greater than the critical F - value of 3.04 given 188 degrees of freedom at 0.05 level of significance. Hence, the null hypothesis is rejected. This shows that there is a significant

difference in the commitment of employees of different age group in public tertiary institutions in Lagos State.

Hypothesis 4 states that there is no significant difference in the commitment of employees with different length of service in public tertiary institutions in Lagos State. The result of the analysis is presented in Table 5.

Table 5' Summary of One Way Analysis of Variance on the Difference in the Commitment of Employees with Different Length of Service in Tertiary Institutions in Lagos State

| Service | | | | | |
|---------------------|---------------|-------------------|-----------------|-------|---------|
| Below 10yrs | 47 | 48.5 | 6.17 | | |
| 10 - 25yrs | 93 | 50.5 | 6.09 | | |
| Above 25yrs | 60 | 53.8 | 6.39 | | |
| Source of variation | Sum of square | Degree of freedom | Means of square | F | F table |
| Between Group | 1695.15 | 2 | 847.57 | | |
| Within Group | 13714.06 | 197 | 69.61 | | |
| Total | 15409.71 | 199 | | 12.18 | 3.04 |

Source: Researchers' Field Survey

The result in Table 5 shows that the calculated value of F-value of 12.18 resulted as the difference in the commitment of employees with different length of service in public tertiary institutions in Lagos State. This calculated F-value is significant since it is greater than the critical F-value of 3.04 given 188 degrees of freedom at 0.05 level of significance. Hence, the

null hypothesis is rejected. This shows that there is a significant difference in the commitment of employees with different length of service in public tertiary institutions in Lagos State.

V. Discussion

Hypothesis 1 found that there is a significant correlation between organizational culture and

organizational commitment of employees in tertiary institution in Lagos State. This finding is consistent with the earlier findings of Lau and Idris (2001), Ooi and Arumugau (2006), Direnth et al (1958) and Nystron (1993) where they all found that significant relationship exist between organizational culture and organizational commitment. A plausible reason for the finding could be that those employees who work in a strong culture organization or institution may feel more committed to their jobs compared to those in weak culture environment. Another plausible reason could be that employees tend to be more committed to an organization where the organizational culture such as values and belief are closely related to the employees personal values and belief or vice versa.

Hypothesis 2 found that there is a significant difference in the organizational commitment of male and female employees in tertiary institutions and that male employees show more organizational commitment than female employees (male; mean = 54.12, SD = 7.22) and (female; mean = 49.13, SD = 6.03). This finding is in agreement with the earlier findings of Akintayo (2010) and Aranya et al (1986) where they found that male employees show higher level of organizational commitment than female. A plausible reason for the finding could be that male employees are more committed to work in the office than home responsibility. The female employees are on the other hand less committed

to work in the office than home responsibilities. The society expects women to be the manager of home, which could have affect their level of commitment to work place duties. This finding however contradict the finding of Olanrewaju et al (2011) where they found that female employees exhibit greater organizational commitment to male employees.

Hypothesis 3 found that there is a significant difference in the organizational commitment of employees' ages in tertiary institution in Lagos State and that employees that are older show higher organizational commitment than younger employees (above 45years; mean= 51.5, SD= 6.80), (30-35 years; mean= 49.5, SD= 5.98) and (below 30 years; mean= 41.0, SD=6.77). This finding is in agreement with the findings of Elhemer et al., (1998) and Meyer et al (1991) where they found that older employees show higher organizational commitment than younger employees. This could be attributed to the fact that older employees believe that the chance of getting other jobs elsewhere especially energy related work is remote when compared to younger employees. Based on this, the older employees tend to have unalloyed loyalty and high level of commitment to their organizations or institutions. This finding however contradict earlier study of Irving et al (1997) who found that age has no influence on organizational commitment.

Hypothesis 4 found that there is a significant difference in the organizational commitment of employees with different length of service in tertiary institution in Lagos State and that employees with more length of service are more committed to the organization than those with less length of service (above 25 years; mean =53.8, SD= 6.39), (10 - 25 years; mean =50.5, SD= 6.09) and (below 10 years; mean= 48.5, SD= 6.17). The study supports earlier finding by Elhemer et al. (1998). This could be attributed to the fact that the more experience one gains on job, the more one gains confidence. This confidence make an employee to be happier with his job and as such he or she will be more emotionally attached to the organization This study however contradicts the finding of Akintayo (2010) who found out that no difference exists in the organizational commitment of respondents with different length of service.

VI. Conclusion

Based on the findings of the study, it can be concluded that organization culture is related to employees' commitment. It can further be concluded that there are significant differences in the commitment of employees of different sex, ages and length of service working in tertiary institutions in Lagos State. In summary, the findings of the study provide some understanding on the importance of organizational culture on organizational

commitment. Therefore, future study on this could be embarked upon with larger size covering the entire Lagos State and the six geopolitical zone of Nigeria.

Recommendations

In the light of the findings and conclusion, it is recommended that the management of the various tertiary institutions in Lagos State should;

- I. Improve on the current reward system in their institutions to improve employees level of ` commitment to their jobs as well as improve output.
- II. Sustain and improve on the current ways of recognizing employees who perform well in their duties to enable them to be more committed to the institutions.
- III. Sustain and improve on the level of teamwork or sprit among employees by organizing team building programmes or exercises for the employees.
- IV. Improve on the current training and development programmes for employees to enhance the workforce level of organizational commitment to enable them function effectively and efficiently in their job.
- V. Improve on the current level of communication existing in tertiary institutions by creating and building trust through such open communication and dialogue.

VI. Involve employees in most decisions making process to bring about sense of

belonging and attachment on the part of the employees to their institutions.

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