



**ORGANIZATIONAL CULTURE AND EMPLOYEE
COMMITMENT IN NIGER MILLS COMPANY PLC,
CROSS RIVER STATE, NIGERIA**

Ekaluo Anne Utip

Department of Sociology, Faculty of Social Sciences, University of Calabar, Nigeria

Festus Nkpoyen

Department of Sociology, Faculty of Social Sciences, University of Calabar, Nigeria

sabenof@yahoo.com

Beauty Usoroh Kenneth 

Ph.D-In View, Department of Sociology,

Faculty of Social Sciences, University of Calabar, Nigeria

beautyusorohken@gmail.com

Abstract

The study investigated organizational culture and employee commitment in Niger Mills company plc, Cross River State, Nigeria as study area. Two null hypotheses were formulated namely: participatory culture, supporting culture and employee commitment in Niger Mills Company plc. Data were obtained using a 27-item research instrument. Survey research design was adopted while data were collected from 272 randomly sampled inhabitants (male and female) of the six strata (units) of the study. Stratified random sampling technique, proportionate to size and hat and draw methods were variously applied at appropriate stages of the study. The generated data were statistically tested using Pearson Product Moment correlation coefficient. Organizational culture variables such as participatory culture, innovation culture and supportive culture have a significant relationship with employee commitment. Employees commitment is intricately linked to organizational success, hence, it is responsibility of organizations to cultivate a culture that would enhance employee commitment so that the organization achieve its goals

as it is evidence that when an organization adopt a supportive culture, employees are impelled to increase their loyalty towards their organization cares about their needs it will lead to a reciprocal increase in employees loyalty.

Keywords: Organizational culture, supporting culture, participatory culture, employee commitment

INTRODUCTION

The level of employees' commitment to their organization is an important factor in determining the overall job performance and achievement of organizational goals. The degree to which an employee identifies with the organization and is wellbeing to participate actively in it is important. Globally, having committed employees in an organization results to increase efficiency, profitability, performance, quality service, reduce service abandonment and increase productivity (Ghorbanhossein, 2013; Nkpoyen, 2003; Parker and Wright, 2002, 2002). However, in today's dynamic and competitive world of organization, globalization has introduce technology that is swiftly replacing and displacing human labour. This has resulted in organizations restructuring and downsizing human labour, thus creating an atmosphere of fear and job security (Endoang, Eaharjo & Hamid, 2013). The implication being that employees must be assured of their job security to foster their commitment. Therefore, organizational commitment is an important variable in the achievement of the goals.

This issue of employee commitment in industrial organizational has thus posed great concerned to organizational behavioural scientist's individual sociologists, human resources development experts and other stakeholders. The concern has bothered on the fact that organizations are persistently recording low productivity amidst low employee morals, high labour turnover, lateness to work, non-callout work attitudes, diversion of organizational productive time to satisfy commercial interest (Daniel, 2009; Angadi & Naik, 2011).

In improving the level of organizational commitment, many factors come into play including organizational culture. The culture of an organization has an important impact on its performance. The difference r between organizational sources and failure significantly depends on how organizational culture impacts on organizational operation (HSU, 2009) organizational culture forms an integral part of any organization. It can be the catalyst that propels an organization to greater heights, just as the opposite is true. Good organizational culture and behaviour build employees loyalty in the organization, induce dynamic, creative and forward

thinking towards the organizational productivity, greater customer satisfaction and ensures greater organizational productivity.

The view of this, several efforts have been put in place by organizational administrators to increase employee morals, enhance productivity and boost commitment. For instance, substantial amount of money has been spent in the training and development of human resources. Efforts have also been directed towards training personnel in industrial organization in human relations principles. Various researchers have been conducted on critical dimensions of organizational behaviour. Also, a greater deal of financial resources has been invested in establishing a risk free environment for workers in work places. Some of the aims have been to reduce labour turnover and enhance commitment to organizational goals. Additionally, discreet uses of rewards have been embarked upon by management in this direction. Monetary incentives, provision of welfare services have been emphasized in organizations. Employees are no longer satisfied with having a job and the usual fringe benefits (Agba, Nkpoyen & Ushie, 2010). It is observed that management and labour in organizations are perpetually in a collision course. Labour is always threatening to embark on industrial dispute. The organization is still plagued with high labour turnover, low productivity, absenteeism, lax attitude towards work, lateness, general dissatisfaction, lack of enthusiasm, poor job performance etc.

In Niger Mills Company, PLC, the issue may be connected to the organizational culture. The tradition, values and beliefs of the organization may be responsible for the observed poor employee commitment. A strong and human centred organizational culture may be beneficial to the overall achievement of organization goals. Thus the questions that this paper attempted to answer were how is employee commitment affected by organizational culture? To what extent is participatory culture related to employee commitment?

Statement of Problem

Organizational culture is one of the most important criteria for candidates when selecting a job. It also represents an important aspect for existing employee, allowing employees to develop a strong sense of belonging. Representing the lifestyle of the company, developing a healthy culture should become a priority for every organization. It is the company's culture that allows its employees to move in the same direction; towards goal achievement. However, organizational culture is not without its issues. The major challenge for any organization is maintaining its healthy organizational culture. It is your own actions that reflect the company's culture, and it is imperative that it remains a unifying element. Organizations need to recognize numerous factors in order to better reflect what the organization is all about. But organizational culture has some

of its challenges or problems of which include participatory culture, supportive culture and many more.

Objectives of the Study

The study sought to examine organizational culture and employee commitment in Niger mills company plc, cross river state, Nigeria. Specifically, it sought to:

1. Investigate the relationship between participatory culture and employee commitment.
2. Examine the relationship between supportive culture and employee commitment.

Statement of the Hypotheses

1. Participatory culture has no significant relationship with employee commitment in Niger Mills Company Limited, Calabar.
2. Supporting culture does not significantly related with employee commitment in Niger Mills Company Limited, Calabar

REVIEW OF RELATED LITERATURE

Organizational Culture and Employee Commitment

Organizational culture is a system of shared meanings that distinguish one organization from others. These include innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability (Mullins, 2007 & Hofstede, 2001). Organizational culture specifies the way of running the affairs of the organization. It reflects a set of values, beliefs and views and dominant behaviour pattern (Robbins, 2010). According to Ravasi and Schuttz (2006) organizational culture is a set of shared assumptions that guide what happens in organization by defining appropriate behaviour for various situations. Moorhead and Griffin (1995) averred that organizations culture is the behaviour of humans within an organization and the meaning that people attach to those behaviours.

Nystrom (1993) and Herscovitch & Meyer (2002) commented on the nexus between organizational culture and employee commitment. Thus, employee commitment is viewed as the degree to which an employee identifies with the organization and wants to continue actively participating in it for the realization of organizational goals. Muthuvelo and Rose (2005) linked organizational commitment to the willingness of employees to accept the goals and value of the organization and to work toward the achievement. Ooi and Veeri (2006) concluded that both organizational culture and commitment when implemented successfully will bring about change initiatives in an organization. In a study by Smith & Brannick (1990), a positive relationship was observed to exist between a high level of organizational commitment and culture. Some studies

have also found that a significant relationship exists in some instances between organizational commitments with some demographic factors such as gender, age and length of services. Scholars (Newstream & Davis, 2002; Irving, Coleman and Coleman, 1997; Akintayo, 2010) admitted that organizational commitment is influenced by sex. They concluded that female employees exhibit greater organizational commitment to their job when compared to the male counterparts. However, Akintayo's (2010) study indicated that male respondent exhibited a higher level of organizational commitment.

The phenomena of organizational commitment has received a great deal of interest. One antecedent of organizational commitment that has remained relatively free of empirical investigation is organizational culture (Lau and Idris, 2001). They contended that organizational culture generates commitment and enhance performance. Nehmeh (2009) asserted that increase commitment reduced turnover and employees absence from work. Nehmeh argued further that increase commitment reduces turnover and employees absence from work. A commitment that is too intense can inhibit professional growth and development.

Participatory Culture and Employee Commitment

Participatory culture makes the organization more effective. Dension (1990) study revealed that companies with this culture reap a return on investment which averaged nearly twice that of firms with less efficient cultures. Therefore, cultural and behaviour aspects of organizations are linked to both short-term and long-term survival. Astrid (2014) admitted that participatory culture has positive influence towards commitment in the study carried out with nurses as respondents. In Pareek (2004) study, it was observed that perceptions of member efforts and team work processes are important to the creation of trust and commitment.

Active participatory culture promotes involvement and commitment because subordinates develop a greater trust (Armenakis, Harris and Mossholder, 1993 and Fullan, 1997). Supportive this view, Bell and Mjoh (2014) noted that participative culture in any organization promotes commitment to decisions that are made as well as increase willingness to carry them out. Participative culture is actualized through free flow of information, involvement of employees in decision making and leadership style. In the views of Robbins, Oden, Deal and Roodlt (2008), decision making is only as good as its implementation and those who participation in making it are usually highly committed to make it truthful. The outcome of employees' commitment can manifest through increased productivity, improved quality, reduced costs (Nazari & Emami, 2012). Daniels (2009) commented that those colleagues who reported higher participative climate perceptions are less likely to leave the organization and will be committed to the organization. Other scholars (Poole, 1986; Miller and Monge, 1986; Smith and

Brannick, 1990) stressed that employees have positive attitudes towards participative culture and would want employee involvement schemes to continue as they expect work organization to be democratic, participative and egalitarian.

Supportive Organizational Culture and Employee Commitment

Supportive culture is an organization climate that creates mutual trust between the individual employee and the organization. This organizational climate recognizes workers or employees as human beings and not machines. This culture makes employees dedicated to their organization. They come to work not only because they like their job but because of the love and care shown by their organization and colleague, which in turn makes them give their organization quality services (Naickar, 2008).

In the organization, supervision is a key part of management in carrying out organizational activities effectively and efficiently. Thomas and Granster (1995) observed that employees whose supervisors adopt supportive culture in supervising rarely experience work family conflict. Supportive this notion, the study of Ellen (2002) found out that when the levels of work life strain is reduced, there is increase in-job satisfaction, decrease employee turnover and improve level of organizational commitment. Grover and Crooker's (1995) study confirmed that companies with supportive organizational culture have higher levels of organizational commitment; hence, supportive organizational culture has a positive influence on employees' attachment to an organization. Available evidence from studies (Chiu, 2010; Chiu, Zhung and Wen, 2010; Wayne, Shore and Liden, 1997; Wayne, Shore, Bommer and Tetrick, 2002) affirmed that supportive culture encourage team work, people oriented, trusting environment and make people feel comfortable. It has a more significant impact on organization performance, more knowledge activities among organizational members, reduces employees stress level and strengthens organizational commitment.

METHODOLOGY

Historical Background of the Research Subject: Niger Mills Company Limited Calabar

Niger Mills Company Limited, Calabar is renowned for producing flour semovita, offal animal's feeds, wheat processing and maize grinding. It has been in operation for over 32 years. The company is situated on number 10-acre land along the Murtala Mohammed Highway, NTA road, Calabar. The company was established between 1970 and 1972 during the Gen. Yakubu Gowon era. This was to serve the then esteem state to meet the scarcity of flour in the region with the establishment of the industry 60 percent equal share went to the federal government. The industry was established under the state edict. Thereafter, its registered trade name

becomes known as Niger Mill Company Limited. This was primary because of its poor quality production. However, it continue till 1978 when it was finally wound up production, resumed again between 1978 and 1980, with the Flour Mills of Nigeria, Apapa taking over fully the management responsibility for its operations and they sent raw materials, spare part, experienced executive and supervisors to the company. Between 1980 and 1983, the company increased its productive capacity and profit with staff strength of about 590 for the sales, production, engineering, technical and administrative department.

Organization of Niger Mills Company

Niger Mills Company has six basic sections. This comprises general administration, finance division, production, legal and sales. Each of these five (5) basic sectors is manned by a controller or director, each section housing in turn many departments. This is made clear in the organization chart the general administration and sales division have task which requires formalized and controlled organization structure for maximizing the productivity of the workers. The legal division is concerned with personal policy, medical catering and pensions. The tasks in the production division are complex and ambiguous and therefore ensure informal and participative organizational structure to integrate the individual's personal goals with the formal goals of the organization. It is responsible for producing the main product of the company. The department sees everything about product design, production processes. The general administration sees about the running of the company, conditions of employment salaries, staff training and classification of employees. The work of sales division is mainly the storage and marketing of finished product. There is the sales controller and the sales manager. They study the market situation and determine allocations of the company's products.

Research Design

For the purpose of this study, the survey design was adopted to collect data from respondents. Anyanwu (2000) see survey research as the investigation of a group of people by questioning them. The design was adopted because it considered versatile and practical in discovering the relative incidence distribution and interaction of variation in population. Another reason for employing allowed the use of questionnaire from respondents according to Adebisi and Gbeni (2013) survey design is very effective as well getting cause and effect relationship. Thus, the design will opinions from respondents as well as establish the correlates between organizational culture and employee commitment in Niger Mills Company Limited, Calabar. This design was again adopted because it is relatively low in cost as compared to other research techniques.

Study Area

The study area for this research is Calabar, the state capital of Cross River State is one of the 36 states in Nigeria. It was created in 1987 by the General Ibrahim Babangida regime. It is located in the Niger Delta. The state is a coastal state of Sothern eastern Nigeria, named after the Cross River State, which passed through the state. The state is made up of 18 Local Government areas. Calabar Municipality Local Government Area is the capital of the state. According to the National Population Commission (NPC, 2006), the state is populated by about three (3) million people. Calabar is the administrative headquarters of the state an ancient city noted for its culture and dishes.

The people are predominantly of the Christian faith although some native African religions are practiced. The state has a prominent academic centre. University of Calabar, its teaching hospital, Cross River State. University of Technology including Niger Mills Company plc Calabar, Cross River State and so forth. Niger Mills Company plc is located at IkotEkaEdem along Murtala Muhammed Highway Calabar. The company's major produce are wheat flour and poultry feed. It was established in 1967 with an authorized share capital of 400,000. The company's major produced are wheat flour and poultry feed. Niger Mills Plc is headed by a chairman and Board of directors. The board is the policy making body; and it consist of a chairman and seven other members. The general manager is the chief executive of the company and is responsible for the execution of the policies of the board. Other senior personnel include – the secretary, personnel manager chief accountant, chief miller officer and sales managers.

Population and Sampling

The population of the study is made up of all the staff presently working in Niger Mills including both junior and senior staff. For the purpose of the study area. Calabar has a population estimate of 328,877 with a density of 980 persons per square kilometre (National Population Commission, 2006). But for the purpose of the study scope, Niger Mills have a total population of 453 staff including the Chairman, Directors, Managers of various Departments, Chief Accountants, Chief Miller Officer, Technical Managers and Sales Managers (2015) annual workers statistic. A sample of two hundred and seventy two (272) which is sixty percent (60) percent of the total population was use for the study. This sample size were selected from the total population of the study which four hundred and fifty three (453) personnel are in Niger Mills Company plc Calabar, Cross River State. Three sampling techniques were adopted for the study. Stratified random sampling technique, proportionate to size and hat and draw methods. Firstly, stratified random sampling techniques was adopted. Since there are six (6) departments

in Niger Mills Company Limited, the six departments constitute the six (6) strata of the study. Secondly, to draw the respondents from each stratum, proportionate to size sampling techniques was used. This was because workers in these departments are not uniform on nominal roll. Thus, from stratum one (1), 90 respondents were selected from stratum two (2), 30 respondents were selected from stratum three (3), 40 respondents were selected from stratum four (4), 45 respondents were selected from stratum five (5), 42 respondents were selected from stratum six (6), 25 respondents were selected. This amounts to two hundred and seventy two (272) respondents who participated in the study.

Research Instrument

The instruments that was used for the study is a 4 point likert – scale 27 items questionnaire entitled organizational culture and employee commitment.

ANALYSIS AND RESULTS

Table 1 Demographic data

Socio-demographic information	Frequency	Percentage (%)
Sex		
Male	160	58.82
Female	112	41.18
	272	100.00
Age (year)		
18-22	50	18.38
23-27	73	26.84
28-32	67	24.63
33-37	48	17.65
38-42	21	7.72
43 and above	13	4.78
	272	100
Marital status		
Single	147	54.04
Married	105	38.61
Divorced	7	2.57
Separated	3	1.10
Widowed	10	3.68
	272	100

Table 1...

Education attainment		
FSLC	78	28.68
WAEC/SSCE	83	30.51
HND/B.Sc/M.BA/M.Ed	97	35.66
Others	10	3.68
	272	100
Working experience (years)		
1-5	43	15.81
6-10	122	44.85
11-15	74	27.21
16-20	26	9.56
31 – above	7	2.57
	272	100
Department		
Human resources	40	14.71
Production	100	36.76
Finance	37	13.60
Sales/marketing	65	23.90
Electrical/mechanical	20	7.35
legal	10	3.68
	272	
Religion		
Christian	185	68.01
Islam	12	4.41
Traditional	5	1.84
Others	20	7.35
	272	100

Hypothesis One

There is significant association between participatory culture and employee commitment in Niger Mill Company Limited. The independent variable in this hypothesis was participatory culture; while dependent variable was employee commitment. The appropriate statistical analysis technique adopted to test the hypothesis was the Pearson's Product Moment Correlation analysis.

Table 2: Pearson's Product Moment Correlation analysis of the relationship between participatory culture and employee commitment

Variables	N	Mean	SD	r-value	Sig.
Participatory culture	300	18.86	1.62	0.853	.008
Employee commitment	300	18.83	1.80	0.853	.008

*significant at $P < .05$; critical r-value = 0.138; df = 272.

Hypothesis Two

There is significant association between supportive organizational culture and employee commitment in Niger Mill Company Limited. The independent variable in this hypothesis was supportive organizational culture; while dependent variable was employee commitment. The appropriate statistical analysis technique adopted to test the hypothesis was the Pearson's Product Moment Correlation analysis

Table 3: Pearson's Product Moment Correlation analysis of the relationship between participatory culture and employee commitment

Variables	N	Mean	SD	r-value	Sig.
Supportive organizational culture	300	18.76	1.63	0.853	.008
Employee commitment	200	18.84	1.81	0.853	.008

*significant at $P < .05$; critical r-value = 0.138; df = 272.

DISCUSSIONS OF FINDINGS

Participatory Culture and Employee Commitment

The result of the analyzed data revealed that the calculated r-value of 0.970 is greater than the critical r-value of .139. Therefore the null hypothesis was rejected in favour of the alternative which states that there is a significance association between participatory culture and employee commitment in Niger Mill Company Limited. This finding is in harmony with respondents' assertion. It was observed that 66.54 percent (N=181) agreed that communication flow in this organization is highly democratic. In support of this findings, Poole, (1986) Nykodyn, Simoneffi, Nelson and Welling (1994), Miller, Smith and Brannick (1990) stated that participatory culture influences job satisfaction, performance and employee commitment positively. Also, Conway, Armenkis, Salami (2008) agreed that active participative culture promoted involvement and commitment because subordinates develop a greater trust as they believe that if people feel trusted, they will make extra-ordinary commitment. Supportive this view, Bell and Mjor (2014) noted that participative culture in nay organization promote commitment to decisions that are

made and as well increase willingness to carry them out. They revealed that participative culture be actualized through free of information, employee involvement in decision making and most especially leadership style.

The reason for this findings is not farfetched this is because for every organization to strive and achieve its stated goals it must ensure that its communication flow is democratic. This is because good communication in every organization whether public or private owned is an essential at all levels of an organization. In other words, employees who invest time and energy into delivering clear lines of communication will rapidly build up high level of commitment among employee. Logically, it implies that when there is high level of employee commitment, it will automatically boost or lead to increase in productivity and even moral in general.

Supportive Culture and Employee Commitment

The second hypothesis of the study tested the relationship between supportive culture and employee' commitment and the result revealed a positive association. The findings in this study falls completely in line with the findings of Francis (n.d) who examined supportive organizational culture and its effect on male civil engineers using a total of 500 civil engineer in Australia. His findings reveal that male civil engineer who worked with organizations that supported employee less work family conflict as well as higher levels of commitment, job satisfaction and lower intentions to quit their jobs. In collaboration with this finding, also is a recent study by China-Ching, Liou and Chang (2011) who studied 238 female staff in Taiwan in order to ascertain the effect of supportive culture, organizational commitment and job satisfaction among academic female staff. It was discovered that commitment in an organization is basically as a result of supportive culture and job satisfaction.

Therefore, the probable explanation to these findings is based on the fact that supportive culture encourages team work, makes people feel comfortable and equally makes employees to be highly dedicated to their organization. This explains Niacker (2008) assertion that when supportive culture are found in any organization that workers would not only come to work just because they like their job but because of the love and care shown to them by their organization and colleagues, which in turns makes them give their organization quality services. Thus, it can be deduced that, not only does supportive culture brings commitment among employees but equally makes employees to render quality service to their organization which leads to higher organizational productivity and output. In conclusion therefore, supportive culture based on these findings has a significance relationship with employee commitment.

CONCLUSION

The study findings have enabled the researcher to come to the inclusion that organizational culture variables such as participatory culture, innovation culture and supportive culture have a significant relationship with employee commitment. Employees commitment is intricately linked to organizational success, hence, it is responsibility of organizations to cultivate a culture that would enhance employee commitment so that the organization achieve its goals as it is evidence that when an organization adopt a supportive culture, employees are impelled to increase their loyalty towards their organization cares about their needs it will lead to a reciprocal increase in employees loyalty. Organizational culture has strong and deep impact on the performance of the employees and increasing commitment tend to reduce employee turnover, low performance and fewer absences from work. The result of this' study therefore provide justification for imbibing and sustaining positive organizational cultures. Since a knowledge of these aid in predicting employees commitment to their employing organization.

RECOMMENDATIONS

Based on the finding of this study, the following recommendations for effective organizational culture and increased organizational commitment are made: The management of Niger Mills Company plc including other private organizations as well as public organizations should note that employee commitment is as important as employee satisfactions to every organization for its success and survival. Therefore, organizations should satisfy their employees with different incentives which can increase employees satisfaction level so he or she will become productive for the organization because when employee positively committed with him/her organization they become more loyal and give greater percentage of his/her loyalty to the organization.

SCOPE FOR FURTHER STUDIES

Further studies should be carried out to investigate the impact of other organizational culture on employees' commitment. Additional studies could be made on a larger sample to cover other industries in Cross River State.

REFERENCES

- Agba, A. M., Nkpoyen, F. and Ushie E. M. (2010). Career development and employee commitment in industrial organizations in Calabar, Nigeria. In American Journal of scientific and industrial research: doi: 10.5251/ajsir.2010.1.2.105.114.
- Akintayo, T. (2010). Work family role conflict and organizational commitment among industrial workers. Nigeria Journal of psychology and counselorscol. 2(1), pp. 1-5 July 19.
- Angandi, A. B. and Naik, M. (2011). Impact of employee's behavior and culture on organization productivity in pharmaceutical industries of Bangahum. Dharward 58003: Karnataka, India.

- Anyanwu, A. (2000). Research methodology in business and social sciences. Owerri: Canum publishers.
- Armenak's, A. A., Harris, S. G. and Mossholder, K. W. (1993). Creating readiness for organizational change. *Human relation*.46: 681-703.
- Astrid, Y. E. (2014). What happens when employees are neither engaged nor committed. Retrieved from <http://www.effectory.com/thoughtleadership/blog/whathappens-when-employees-are-neither-engaged-nor-committed>.
- Bell, C. and Mjoh, T. (2014). The effects of participative leadership on organizational commitment: company its effect on two gender groups among bank clerks: *African Journal of Business management (AJBM)*, 8(2), 451-459. Doi: 105897/AJBM. 7028.
- Chiu, T. Y. (2010). The impacts of organizational culture on organizational performance: taking organizational learning as an intervening variable *Journal of Dahan institute of technology*. 22, 37-54.
- Chiu, Y. P., Zhuang, W. L., Wen, (2010). Knowledge sharing in logistics industry. *Journal of business administration*. 84, 1-40.
- Daniels, A. L. (2009). Participative culture: impact on organizational colleague commitment and productivity. Research paper, Ball state university Munice, Indiana. 1-181.
- Ellen, M. (2002). An organizational culture model of promote creatively and innovation. *S. A. journal of industrial psychology*. 28(4), 58-65.
- Endang, S. A., Raharjo, K. and Hamid, D.(2013). The effect of empowerment of the organizational commitment and the job satisfaction of the employees of the national electricity company (Ltd) in South Sula Wesi province Indonesia. *Asian transactions on Basic and applied science*, 3(4): 13-23.
- Fullan, M. G. (1997). Change forces. London: Falmer Press.
- Gherscovitch, L. and Meyer, J.P (2002). Commitment to organization change: extension of three component model. *Journal of Applied psychology*, 87, 474 - 478.
- Ghorbanhosseini, M. (2013). The effect of organizational culture, teamwork and organizational development of organizational commitment: the mediating role of human capital. *Technical Gazette* (20(6), 1019-1025.
- Groover, S. L. and Crooker, K. J. (1995). Who appreciates family responsible human resource policies: the impact of family friendly policies on the organizational attachment of parents and non-parents. *Personnel psychology*. 48, 271-288.
- Heescovitch, L. and Meyer, J.P (2002). Commitment to organization change: extension of three component model. *Journal of Applied psychology*. 87, 474-478.
- Hofstede, G. H. (2001). Culture's consequences: comparing values, behaviours, institutions and organizations across nations. Saga publications.
- Houshyar, K, Yousefi, Z., Sadrim and Gholami, S. (2013). The relationship between organization culture, organization commitment of physical education teachers, in Mazandaran province. *International research journal of applied and basic science*. 6(10), 1430-1434.
- Hsu, Hui-Yen (2009). Organizational learning culture's influence on job satisfaction. Organizational commitment and turnover intention among Rand D professionals in Taiwan during a economic downturn. A dissertation submitted to the faculty of the Graduate school of the University of Minnesota.
- Lau, H. C. and Idris, M.A. (2001). Research and concepts: The soft foundation of the critical success factors on TQM implementation in Malaysia. *The TQM Magazine*, 13(1), 51-60.
- Miller, K. and Monge, P. (1986). Participation, satisfaction and productivity: A meta-analytic review. *Academy of management Journal*. 29, 727-753.
- Moorhead, G. and Griffin, R. W. (1995). *Organizational behavior*. 4th ed. Boston: Houghton Mifflin Company.
- Mullins, J. M. (2007). *management and organizational behavuiour*. Edinburgh: Prentice-Hall.
- Muthuvelo, R. and Rose, R.C. (2005). Typology of organizational commitment. *American Journal of Applied Science*. 2(6), 1078-1081
- Naicker, N. (2008). Organizational culture and employee commitment: A case study, submitted in partial fulfillment of the requirements of master of business administration in the de[apartment of business studies Durban University of Technology
- Nazari, K. and Emami, M. (2012). Antecedents and consequences of organizational commitment: in Aerdisciplinary *Journal of contemporary research in business*. 3(9), 494-493.

- Nehweh, R. (2009). What is organizational commitment, why should managers want it in their work force and is there any cost effective way to secure it? Retrieved from <http://www.swissm.chi>.
- Newstrom, J. W. and Davis, K. (2002). Organizational behavior. "Human behavior at work". 11th edition: New Delhi Tata McGraw-Hill publishing limited.
- Nkpoyen, F.J. (2003). Participatory management and employee commitment in Niger Mills Company Limited, Calabar. Unpublished MBA thesis of the University of Calabar, Nigeria.
- Nystrom, P. C. (1993). Organizational cultures, strategies and commitments in the health care organization. *Healthcare management review*, 18(1): 43-49.
- Ooi, K. B. and Veeri, A. (2006). The influence of corporate culture on organizational commitment: case study of semiconductor organizations in Malaysia. *Sunway Academic Journal*. 3,pp 115 (2006).
- Pareek, U. (2004). Understanding organizational behavior. London: Oxford University Press.
- Parker, O. and Wright, L. (2002). Pay and employee commitment: the missing Link. Ivey business.
- Poole, M. (1986). Towards a new industrial democracy workers' participation in industry, London Routledge and Kegan.
- Ravasi, D. and Schultz, M. (2006). Responding to organizational identity threat: exploring the role of organizational culture. *Academy of management journals*. 49(3): 433-458.
- Robbins, S. P. (2010). Organizational behavior author: Stephen, P. Robbins, Timothy, A. Judge, Publishers: Prentice-Hall pages.
- Robbins, S. P., Odendaal, A. and Roott, G. (2008). Organizational behaviour. Global and Southern African perspectives. Grape Town: Person Education.
- Smith, C. and Brannick, M. (1990). A pole and expectancy model of participative decision making. A replication and theoretical extension. *Journal of organizational behavior*. 11(2), 331-340.
- Thomas, L. T. and Ganster, D. C. (1995). Impact of family supportive variables on work-family conflict and strain: A control perspective. *Journal of applied psychology*. 80, 6-15.
- Wayne, S. J., Shore, L. M., Bommer, W. H. and Tefrick L. E. (2002). The role of fair treatment and rewards in perceptions of organizational supports and leader-member exchange. *Journal of applied psychology*. 87, 590-598.