

Predictive Roles of Workplace Relationship and Organizational Culture on Organizational Commitment among College of Education Staff in Anambra State

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Abstract

The study determined predictive roles of workplace relationship and organizational culture on organizational commitment among college of Education Staff of Nsugbe, Anambra State. The target population consisted of academic and non-academic staff. A total number of 227 staff served as participants for the study. The participants were selected through non-probability sample (incident sampling techniques). The gender data showed that 132(58.1%) were females and 95(41.9%) were males. The participants' age ranged from 21 to 56 with mean age of 34.86 and standard deviation of 11.99. Three instruments were adopted for the study: Organizational Commitment Scale (OCS), Workplace Relationship Scale and Denison Organizational Culture Scale. The study used correlational design for the study and Multiple Linear Regression Statistics as appropriate statistics. The study revealed that workplace relationship (interpersonal regard, mutual acceptance, mutual trust and workplace harmony) and organisational culture (involvement, consistency, adaptability and mission) accounted for 80.2% of the organisational commitment, with $R^2 = .802$, adjusted $R^2 = .795$, $(F8, 218) = 110.56$, $p < .05$ shows that the overall model has significant contribution to organisational commitment at 80.2%. Interpersonal regard of workplace relationship at $(F8, 218) \beta = -.29$, $t = -3.75$, and mutual trust of workplace relationship at $(F8, 218) \beta = -.72$, $t = -14.20$, had negative predictive effect on organizational commitment at $p < .05$, while mutual acceptance of workplace relationship at $(F8, 218) \beta = 10.44$, $t = 1.04$ and workplace harmony of workplace relationship a $t(F8, 218) \beta = 7.71$, $t = 1.73$ had positive prediction on organizational commitment at $p < .05$. Involvement of organizational culture at $(F8, 218) \beta = -.61$, $t = -10.65$, consistency of organizational culture at $(F8, 218) \beta = -.89$, $t = -4.25$, and adaptability of organizational culture at $(F8, 218) \beta = -.30$, $t = -3.24$ had negative predictive effect on organizational commitment at $p < .05$, whereas mission of organizational culture at $(F8, 218) \beta = .46$, $t = 9.82$ had positive prediction on organizational commitment at $p < .05$. The findings suggested that management should inculcate the culture of encouraging employee participation in decision-making processes and provide opportunities for growth and development.

Keywords: Predictive Roles, Workplace Relationship, Organisational Culture, Organisational Commitment

Introduction

Colleges of education in Nigeria are plagued with many challenges. These challenges include inadequate funding, corruption, inadequate infrastructural facilities, shortage of academic staff, Strike actions, Brain-drain, poor research, weak administrators and insecurity. These have orchestrated absenteeism, attrition, turnover intention and low organisational commitment among staff of colleges of education in Nigeria. This observation contradicts the spirit and meaning of organisational commitment which refers to the equivalence between the goals of the person and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. Organisational commitment was conceptualized as a three-dimensional construct comprising affective, continuance and normative commitment (Ikyanyon & Agber, 2020). In today's modern organizations, no organization can perform at ultimate levels without each employee is committed to the organizations' jobs and objectives on a regular basis (Tolera, 2018). Organisational commitment at all times plays a very key role in improving the organizational performance.

Thus, organisational commitment can be enhanced through their involvement in assessment construction and providing them with the chance for better insight on the whole procedure of the organization performance measurement (Tolera, 2018). He further stated that motivation, work environment, training and development and demographic factors have effects on the commitments of employees. The role of organisational commitment is always been accepted as an active catalyst for improving employee satisfaction as well as performance in an organization (Khan, Rehman & Akram, 2012). They further stated that it is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis. Increase in commitment level of employees in organization ultimately increases the performance of their employees. In the past, organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity, and the higher level of staff commitment will perform better with less absenteeism (Khan et al., 2012). There are certain things that really affect staff commitment such as work load, less acknowledgement, little or no motivation and less compensation.

Commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organizational goals and being ready to accept challenges (Gul, 2015). He further stated that committed employees will be able to perform their jobs more than management expectations, and high-level commitment is indispensable for increasing output and obtaining sustainable competitive advantages. Creating commitment among employees is important because without this it can become difficult for an organization to achieve strategic goals and objectives at regular interval. To ensure the achievement of firm goals, the organization need to creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee job satisfaction (Tolera, 2018). This is because commitments require an investment of time as well as mental and emotional energy; most people make them with the expectation of reciprocation. That is, people assume that in exchange for their commitment, they will get something of value in return such as favours, affection, gifts, attention, goods, money and property.

The term workplace relationship generally refers to all interpersonal relationships in which individuals engage as they perform their jobs, including supervisor-subordinate relationships, peer co-worker relationships, workplace friendships, romantic relationships, and customer relationships. Positive workplace relationships encompass the factors such as trust,

cooperation, communication, respect and social support among colleagues. Conversely, negative relationships can manifest as conflicts, lack of collaboration, and unsupportive interactions. These affect their feeling, energy, and work performance. The level of mood would determine the level of performance as emphasized by Hosie et al (2006, p44). Consequently, Ramjee (2018) classified three types of workplace relationships and they are management flexibility, co-worker relationship, and social relationship. Management flexibility refers to the effort of management to balance work and family life or personal life and while co-worker relationship pertains to a harmonious working relationship. Social relationship denotes group bonding such as coffee group, breakfast or lunch group, or team building. These relationships have been studied by a variety of scholars in a variety of disciplines. Work relationships certainly matter in the workplace. Scholarly works revealed that most employees' difficulties in performing their jobs are products of the working relationship between employee and supervisor.

Specifically, the studies of Childress and Childress (2007, p23), concluded that most supervisors are not aware of the impact of their working relationship on the employees' effectiveness. Since, relationship at work directly affects the body's physiological processes. These relationships serve to bolster physiological resourcefulness by fortifying the cardiovascular, immune, and neuroendocrine systems through immediate and enduring decreases in cardiovascular reactivity, strengthened immune responses, and healthier hormonal patterns. Furthermore, the relationships that provide help and clarify tasks can improve an individual's understanding of their role, thus reducing job role ambiguity and workload, which may ultimately increase job satisfaction and organizational culture (Houston, 2019).

Hence, organizational culture establishes a structure in which both individual and group conduct occur, particularly in relation to workers' communication, whether it is characterized by transparency or secrecy, and if they are granted autonomy or acknowledgment for their accomplishments. Organizational culture encompasses the shared values and ideas inside an organisation, which serve as a framework for understanding performance and establishing behavioral norms for its personnel (Kumar & Sharma, 2018). It serves as a framework for guiding organizational actions, including the organization's vision, mission, and growth plan (Kwarteng & Aveh, 2018).

Empirical Review

Workplace Relationship and Organizational Commitment

Mohamed et al. (2024) examined the relationships between employers and employees, and among employees, and their impact on employee performance and job satisfaction at private universities in Mogadishu. Using a quantitative methodology, 198 academic staff members were selected for representativeness. Data on employee performance, job satisfaction, and workplace relationships were gathered via questionnaires and analyzed using Smart PLS 4 and SPSS version 23. The findings indicated that positive employer-employee relationships significantly enhance job satisfaction and employee performance. Conversely, while connections among academic staff were linked to higher job satisfaction, they negatively impacted performance outcomes, suggesting complex workplace dynamics. The research revealed significant effect sizes, highlighting the practical impact of these relationships, showing that strong employer-employee relationships could notably improve engagement, reduce attrition, and enhance performance in private universities. These relationships

accounted for 31.7% of the variability in performance outcomes, underscoring their real-world relevance.

Kumari et al. (2024) examined the role of employees in the corporation, to establish the level of organizational performance in the corporation focused mainly to find out the relationship between employee and employer. The data was collected mainly through a questionnaire and 436 employees of the corporation participated in the survey. The study found that employee relationships play a key role in the organization performance.

Iko et al. (2024) examined the influence of employee-employer relationship on organizational performance in Selected Private Secondary Schools in Akwa Ibom State. The specific aim of the study was to examine the influence of employee-employer relationship which are; employee engagement and organizational justice on organizational performance. Methodologically, the researchers adopted survey research design. The population of the study was 826 staff of selected private schools in Akwa Ibom State. A Taro Yamane formula was utilized to determine the sample size of 269. Structured questionnaire was used to collect data from respondents using Stratified sampling techniques for proportionate representation procedure. Ordinal Logistic Regression was utilized to test the hypotheses. Findings from the study revealed that there is a significant positive influence of employee-employer relationship on organizational performance.

Darke et al. (2024) empirically examined the extent to which instrumental and emotional co-worker support affect employee affective commitment via job satisfaction. Primary data was obtained from 250 employees of 8 agro-processing companies in Ghana. Structured self-administered questionnaires were utilised and SPSS v26 and AMOS v26 were used for the data analysis. The results showed that instrumental and emotional co-worker support were positively and significantly related to employee affective commitment. Job Satisfaction also mediated the relationships between instrumental and emotional co-worker support and affective commitment Drifting from previous studies which largely focused on employees' affective commitment in service-based organizations.

Yusuf et al. (2024) explored the influence of Leader-Member Exchange (LMX) on work intentions, with job satisfaction and organizational commitment as mediating variables. The study sample comprises 200 Retail Sales Promotion Representatives (SPB/SPG) in Mall Bandar Lampung City, Indonesia. Data collection utilized a questionnaire based on purposive sampling techniques and was analyzed using Structural Equation Modeling (SEM) through the AMOS application. The findings revealed that LMX positively affects job satisfaction, positively influences organizational commitment, and has a negative impact on work intentions. Job satisfaction mediates the relationship between LMX and work intentions, while organizational commitment mediates the relationship between LMX and work intentions.

Kim et al. (2024) examined the effect of employees' perception of leadership (PL) on their organizational commitment (OC). In addition, the research examines the mediating role of positive interpersonal relationships with one's supervisor (PR). Using data gathered from a sample of 8,776 public sector employees, results show positive associations among PL, OC, and PR. Using structural equation modeling, the analysis confirms the strong effect of PL on OC and the significant mediating effect of PR in the relationship between PL and OC. This effect was moderated by employees' gender, so that the mediating effect of positive

interpersonal relationships on the relationship between PL and OC becomes nonsignificant for male employees.

Ijeoma and Essien (2024) explored the relationship between interpersonal treatment and organizational commitment among Health Workers in Uyo. The participants in the study comprised 105 employees drawn from selected health institutions within Uyo in Akwa Ibom State. They included 75(71.4%) males and 30(28.6%) females. Their ages ranged between 30-50years, with mean age of 40.04 (SD, 4.70). The study utilized random sampling and purposive sampling techniques to select the organizations and participants respectively. Two measurements were used: perception of fair interpersonal treatment scale and organizational commitment multidimensional scale. The study adopted a correlational design and Pearson Moment Correlational Coefficient served as appropriate statistics for analyses of the data. The study results showed a significant positive relationship between interpersonal treatment and organizational commitment, ($r=0.69$, $p<0.01$).

Bayo and Dagogo (2023) empirically investigated the relationship between relationship management and employee commitment in the public hospitals in Port-Harcourt. Two hypotheses were tested at the 0.05 level of significance. The study adopted a correlational research design because it attempted to establish a relationship between relationship management and employee commitment. One thousand one hundred and twenty-seven (1127) employees from the three (3) public hospitals and clinics listed in the Directory of the Rivers State Ministry of Health in Port-Harcourt were selected. The researcher chose grade 8 and above officers to calculate the sample size, resulting in a sample size of 295 Rivers Senatorial District employees. To calculate the sample size, the researcher selected grade 8 and above officers, resulting in a sample size of 295 employees from the population. The instrument of research that was employed for the study was an adapted questionnaire that was generated and designed from various studies reviewed to capture data in line with the study objectives. The results of the study revealed a positive relationship between relationship management and indicators of employees' commitment in the Port Harcourt public hospitals.

Perry-Tarandung and Sridanty-Rumondor (2023) investigated the relationship between organizational commitment, interpersonal communication and reward with employee quality of service. A survey was conducted at the Manado University with a sample of 60 selected randomly. The research concludes that there be positive correlation between: (1) the organizational commitment and the employee quality of service, (2) the interpersonal communication and the employee quality of service, (3) the reward and the employee quality of service, (4) moreover there was a positive correlation between the organizational commitment, interpersonal communication, and reward system with employee quality of service.

Bankole (2023) scrutinized the effects organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigeria universities. This study employed descriptive survey method. Total enumeration or census survey techniques were used to cover all the library personnel in the partaking Nigeria universities. This study employs two research hypotheses to guide the study. Findings revealed that there is significant relationship between organizational commitment and work performance, while there is alsoa positive significant relationship between interpersonal relationship and work performance.

Kaur and Saxena (2023) investigated the impact of interpersonal relationships on the work commitment and organizational-based self-esteem of women employees. Recognizing the significance of interpersonal dynamics within the workplace, the study focuses specifically on women employees and their experiences in organizational settings. A comprehensive literature review was conducted to examine existing theories and empirical evidence concerning interpersonal relationships, work commitment, and organizational-based self-esteem. Employing a mixed-methods approach, data was collected through surveys and three questionnaires from a diverse sample of women employees across different industries and positions. The surveys assessed participants' perceptions of interpersonal relationships, work commitment, and organizational-based self-esteem, while the interviews provided in-depth insights into their experiences and perspectives. The findings showed that interpersonal relationships impact women employees' work commitment and organizational-based self-esteem.

Selvakumar et al. (2023) investigated the impact of “interpersonal relationship” on the “organizational commitment”. Secondly, the study discovers the habits which make the co-workers in the organization to be friendly. In the study, the research was conducted in a descriptive manner and the convenient sampling technique was used. The sample size selected for the study was 51 and collected by the means of questionnaire. The researcher used the Percentage analysis, Regression analysis. For Representation, tables, Bar diagrams and pie charts were used. From the analysis, it was clear that the organizational commitment was predicted by the interpersonal relationship.

Reyes (2023) determined the interpersonal dimension and its relationship to the organizational commitment of teachers in selected public schools in Candelaria West District. The subjects of study were ninety-two (92) teachers from the selected public elementary schools in Candelaria West District for the academic year. 2022-2023. The study was a descriptive method and utilized and adapted questionnaire on the level of the dimension of interpersonal relationship such as cooperative vs. competitive dimension, equal vs. hierarchical dimension, intense vs. superficial dimension and the level of organizational commitment such as affective commitment, continuance commitment and normative commitment. The gathered data were analysed using mean, standard deviation and Pearson product moment correlation. The study revealed the following findings: the perception regarding the level of interpersonal relationship was ‘very high’ in all three variables in terms of improving their connection: cooperative, equal and intense. Also, the level of organizational commitment was ‘very high’ in all three variables in terms of improving their connection within the organization: affective, continuance and normative.

Mulleeta (2023) investigated the association between organizational communication, employee work engagement and commitment. The study used quantitative method to collect data from 302 participants including 47 managers and 255 non-manager staff of Adama Science and Technology University using standardized Likert scales. Results of the study show that superior-subordinate communication and the opportunity to communicate with the upper manager have a statistically significant moderate positive association with employee work engagement and commitment. Nevertheless, results of standard regression analysis revealed that only positive superior communication has significantly contributed to the variation in the level of employee work engagement and commitment.

Summary of Literature Review

From reviewed literature it is vital to know that organisational commitment lies in its relevance in reducing negative organisational variables such as turnover intention and absenteeism and enhances the positive outcomes such as productivity, profitability, and job satisfaction. Hence, the study reviewed three theories namely: Social Exchange Theory of Employee Commitment, Leader–Member Exchange Theory of Employee Commitment, Relational Systems Theory of Workplace Relationship and Hofstede 6-D Model (1980) of Organisational Culture.

The Social Exchange Theory (SET) explained that persons that give much to others try to get much from them, and persons that get much from others. This process of influence tends to work out at equilibrium to balance the exchanges. More so, the Leader–Member Exchange (LMX) theory explained that approaching leadership as an exchange relationship which develops within the vertical dyad over time during role making activities leads to high exchange relationships.

In the same vein, Relational Systems Theory of Workplace Relationship argues that workplace relationships are the central workplace factor that predicts employees' participation in work and shape their work-related attitudes and behaviour (Kahn, 2007, 2010). According to relational systems theory, the experience of positive relationships at work will create and enhance employee engagement in their work (Kahn, 2007; 1998). Further, Hofstede 6-D Model (1980) of Organisational Culture encapsulates that following six (6) dimensions that affect organizational culture. These include: power distance index, uncertainty avoidance index, masculinity versus femininity, individualism versus collectivism index, long-term orientation versus short-term orientation and indulgence versus resistance. Empirically, study reviewed literatures, and from that alternate hypotheses was generated for testability.

Method

Participants

The target population consisted of employees at Anambra State College of Education Nsugbe including academic and non-academic staff. A total number of 227 staff served as participants for the study. The participants were selected through non-probability sample (incident sampling techniques) because their selection was based on availability, and willingness. The gender data showed that 132(58.1%) were females and 95(41.9%) were males. The participants' age ranged from 21 to 56 with mean age of 34.86 and standard deviation of 11.99. Marital status data showed that 69(30.4%) were married, 108(47.6%) were single, 29(12.8%) were separated, and 21(9.3%) were divorced. Educational level showed that 36(15.9%) had Master of Science and above, 106(46.7%) had Bachelor of Sciences, 57(25.1%) had Higher National Diploma, and 28(12.3%) had National Diploma/National Certificate Examination. Employment status showed that 133(58.6%) had worked one to eleven years, 47(20.7%) had worked twelve to twenty years, and 47(20.7%) had worked twenty-one to thirty years.

Instruments

Three instruments were adopted for the study: Organizational Commitment Scale (OCS), Workplace Relationship Scale and Denison Organizational Culture Scale.

Organizational Commitment Scale (OCS)

The first instrument was Organizational Commitment Scale (OCS) by (Buchanan, 1974) and validated in Nigeria by Mogaji, (2007). The scale is a twenty-three (23) item scale and designed to assess the extent to which a worker is actively attached to achievement of the goals and values of an organization with particular emphasis on the role of the worker's selfless plays in the process of the achievement. The items for the scales are: Identification (1-6), Job involvement (7-12), and Loyalty (13-23). The scales have direct scoring and reverse scoring. The direct scores include: 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 14, 17, 18, 19, 22, 23. The reverse scores include: 8, 12, 13, 15, 16, 20, 21. The scale is in a 7-point format varying from 1= strongly disagree to 7= strongly agree. The author reported reliability coefficient alpha of .86 for identification, .84 for involvement, .92 for loyalty, .94 for overall test. While Cook and Wall (2007) reported concurrent validity of .62 while correlating OC with Overall Job Satisfaction by Warr, Cook and Wall (1980) and Mogaji (2007) reported the following norms for Nigeria sample: 25.87 for identification, 28.54 for involvement, 38.90 for loyalty while 95.48 for Overall. The researcher conducted a pilot test with 47 secondary school teachers in Onitsha and Cronbach alphas of 0.88 for identification, 0.91 for involvement, 0.89 for loyalty was reported. For overall scale Cronbach alpha of 0.92 was reported.

Interpersonal Relationship at Work Scale

The scale was developed by Singh and Aggarwal (2022) to measure relationship styles in the workplace and organizations. The scale contained four subscales: interpersonal regard, mutual acceptance and upliftment, mutual trust and workplace harmony. Responses were collected through a questionnaire on a 5-point Likert scale, in which 1 = Not at all like me; 2 = Usually not like me; 3 = Somewhat like me; 4 = Often like me; 5 = Very much like me; and I choose not to answer, where the higher the score, the better is the relationship, while the negatively worded statements were coded reversely. The interpersonal regard subscale of the IRWQ consisted of six items ($\alpha = 0.51$), the mutual acceptance and upliftment subscale consisted of five items ($\alpha = 0.85$), the mutual trust subscale consisted of four items ($\alpha = 0.74$) and the workplace harmony subscale consisted of four items ($\alpha = 0.78$). For the test-retest Cronbach's alpha for interpersonal regard was 0.72, mutual acceptance and upliftment 0.92, mutual trust 0.86 and workplace harmony 0.88. The researcher conducted a pilot test with 47 secondary school teachers in Onitsha and Cronbach alphas of 0.79 for interpersonal regard, 0.84 for mutual acceptance and upliftment, 0.87 for mutual trust and 0.83 for workplace harmony was reported. For overall scale Cronbach alpha of 0.91 was reported.

Organizational Culture Scale (DOCS)

The second instrument was Denison Organizational Culture Scale developed and introduced by Denison (2000). A 36-items scale, designed to assess the psychometric properties of the organizational culture scale. Denison (2000), scale with its four core components namely, involvement (9 items), consistency (5 items), adaptability (9 items) and mission (13 items). Measured on a five point scale: strongly agree=1; Agree=2; Neutral=3; disagree=4; and strongly disagree=5. The author reported Cronbach alpha of 0.55 to 0.82 for involvement; 0.53 to 0.82 for consistency; 0.62 to 0.79 for adaptability scale; 0.78 to 0.85 for mission scale. Hair et al., (2006) reported internal consistency reliability between 0.90 for involvement, .83 for consistency, .90 for adaptability, 0.93 for mission and the convergent validity average variance extracted for involvement= 0.56, consistency= 0.56, adaptability= 0.51 and mission= 0.58 respectively and discriminant validity of 0.76 for involvement, 0.72 for consistency, 0.75 for adaptability and 0.75 for mission. The researcher conducted a pilot test with 47 secondary school teachers in Onitsha and Cronbach alphas of 0.73 for

involvement, 0.77 for consistency, 0.81 for adaptability and 0.84 for mission was reported. For overall scale Cronbach alpha of 0.88 was reported.

Procedure

The researcher conducted pilot study to enhance the reliability of the instruments for this present study. The populations that were used were Secondary School teachers in Onitsha, Anambra State. The study proper, the researcher recruited three assistants who were staff of Nwafor Orizu College of Education, Nsugbe and trained them on how to administer the questionnaires. After the training, a letter of introduction from Department of Psychology, Chukwuemeka Odumegwu Ojukwu University were submitted to research and ethics committee of the institution. After the formal permission for data collection was granted from the committee; the researcher and recruited assistants meet with the staff in their various offices. The researchers debriefed them about the objectives of the study and assure them of confidentiality of the information that they provided in the research. To gather research data in this study, questionnaire method were preferred due to its ability to collect data from respondents within a limited time frame. The instrument consist four parts such as demographic variables, organizational commitment scale, relationship at work scale, and Denison's organizational culture scale. Informed consent, of all the participants was secured after which the questionnaires along with demographic sheets were distributed to the participants. The overall copies of the questionnaires that were distributed were 250 copies, but 241 were retrieved and 227 were properly answered.

Design and Statistics

The study used cross sectional and correlational design for the study because the objective of the study was to establish predictive and relationships that exist among workplace relationship, organizational culture and organizational commitment. Multiple Linear Regression Statistics were used in testing the relationships of the variables in the study using SPSS version 25.

Result

Table 1: Descriptive Statistics of Workplace Relationship, Organisational Culture and Organisational Commitment

Sources	Mean	Std. Deviation	N
Organisational Commitment	66.70	7.04	227
Interpersonal Regard	11.05	1.33	227
Mutual Acceptance	14.62	2.56	227
Mutual Trust	9.85	2.33	227
Workplace Harmony	17.69	2.51	227
Involvement	19.42	2.22	227
Consistency	16.94	3.56	227
Adaptability	20.35	2.99	227
Mission	21.27	2.54	227

The result in Table 1 showed that the mean of interpersonal regard is 11.05 and with standard deviation of 1.33. The mean of mutual acceptance is 14.62 and standard deviation of 2.56. The mean of mutual trust is 9.85 and standard deviation of 2.33. The mean of workplace harmony is 17.69 and standards deviation of 2.51. The mean of involvement is 19.42 and standard deviation of 2.22. The mean of consistency is 16.94 and standard

deviation of 3.56. The mean of adaptability is 20.35 and standard deviation of 2.99. The mean of mission is 21.27 and standard deviation of 2.54. The result indicated that, the higher the mean the higher the contribution. Since the mean of adaptability of organisation culture is higher than that of other variables, it shows that the level of adaptability contributes to organisational commitment.

Summary of Findings

1. Interpersonal regard and mutual trust of workplace relationship had negative predictive effect on organizational commitment, while mutual acceptance and workplace harmony of workplace relationship had positive prediction on organizational commitment.
2. Involvement, consistency and adaptability of organizational culture had negative predictive effect on organizational commitment, whereas mission of organizational culture had positive prediction on organizational commitment.
3. Workplace relationship (interpersonal regard, mutual acceptance, mutual trust and workplace harmony) and organisational culture (involvement, consistency, adaptability and mission) jointly and significantly contributed to organisational commitment.

Discussion

The first hypothesis which stated that workplace relationship will significantly predict organisational commitment among staff of Anambra state college of education Nsugbe was accepted. This connotes that decrease interpersonal regard and mutual trust means increase in organizational commitment, while increase in mutual acceptance and workplace harmony of workplace relationship means increase in organizational commitment. This finding carries with Mulleta (2023) study that showed that superior-subordinate communication and the opportunity to communicate with the upper manager have a statistically significant moderate positive association with employee work engagement and commitment. According to Mulleta (2023) positive superior communication has significantly contributed to the variation in the level of employee work engagement and commitment. Further, the finding agrees with Monica et al. (2023) study that showed that participative relationship/leadership and organizational commitment have a positive effect on job performance; because organizational commitment mediates the relationship between participative relationship/leadership and job performance. Since, quality relationship between supervisors and employees fuels affective commitment and normative commitment (Sackitey, 2023).

Theoretically, the finding agrees with the relational systems perspective by Kahn (2007) that argues that workplace relationships are the central workplace factor that predicts employees' participation/commitment in work and shape their work-related attitudes and behaviour. According to the theory, the experience of positive relationships at work will create and enhance employee commitment in the work. That means employees develop and maintain relationships at work for the fulfillment of their needs. For instance, when workplace relationships satisfy relational need, the employee considers that relationship as a positive or high quality and gets himself psychologically connected to their work and workplace.

The second hypothesis which stated that organisational culture will significantly predict organisational commitment among staff of Anambra state college of education Nsugbe was not rejected. This implies that decrease in involvement, consistency and adaptability of

organizational culture denotes in organizational commitment, whereas increase in mission of organizational culture means increase in organizational commitment. This finding is in line with Abiona et al. (2024) study that showed that culture, norms and values were identified as the most common organizational cultures were significantly related to employee's job commitment. The finding also is line with Odita (2021) study that concluded that innovative and supportive culture can give a shape to organizational processes which help to create and modify performance. Supportive culture works as a social glue and make them feel a part of the cooperate experience which was useful to attract new staff and retain the best performers. The findings of the study suggest that organizational culture was very influential on organizational commitment (Soryani et al., 2018).

Theoretically, the finding supports 6-D model by Hofstede (1980) that states that organization's culture determines the conduct of employees, how they interact with each other or the external environment and also determine their commment in productive functions. According to Hofstede (1980) these can take the following dimensions: Power distance index, uncertainty avoidance index, masculinity versus femininity, individualism versus collectivism index, long-term orientation versus short-term orientation and indulgence versus resistance. This process of influence tends to work out at equilibrium to balance the existing culture in organisation. Due to what one gives may be a cost, just as what one gets may be a reward.

The third hypothesis which stated that there will be significant joint prediction of workplace relationship and organisational culture on organisational commitment among staff of Anambra state college of education Nsugbe was confirmed. This shows that increase in workplace relationship (interpersonal regard, mutual acceptance, mutual trust and workplace harmony) and organisational culture (involvement, consistency, adaptability and mission) implies increase in organisational commitment among employees. This finding disagrees with Akanbiemu (2021) findings that found that in general, employees are highly committed to their jobs does not depend on the kind of organisational culture and workplace relationship available. Since, there was no significant relationship between employee relationship and commitment between employee relation and employee commitment. Employee commitment was not significantly related to job satisfaction. The combined effect of employee satisfaction and employee relation does not show a combined effect on employee commitment (Akanbiemu, 2021). The finding agrees with Niguse and Hirpesa (2018) study that indicated that suggested model had appropriate fit and organizational culture has direct effect on organizational commitment through the mediation role of job satisfaction that the extent of indirect impact was significantly higher than direct impact.

Theoretically, the finding supports Social Exchange Theory (SET) by Homans (1958) and Blau (1964) that postulates that the exchange relationship between workplace relationship and organizational culture ultimately affects the organizational commitment. For the employees, workplace relationship and good organizational culture would be a strategic focus organizational fair activity which increases employee's commitment towards their employer. While, in exchange of this, the employee's commitment may be a desirable feeling of employees to continue their loyalty with the organization and significantly affects organizational outcomes including commitment. Therefore, the relationship between the workplace relationship, organizational culture, and organizational commitment are inter-linked and portrays resources exchange relationships. For example, when individuals receive economic and socio-emotional resources from their organisation they feel obliged to respond in kind and repay the organisation.

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