

ADAPTIVE CULTURE AND EMPLOYEES COMMITMENT

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ABSTRACT

This paper examined how employees' commitment can be enhanced through adaptive culture. The objective of this paper was to examine how the dimensions of adaptive culture such as innovation, customer focus and organizational learning can enhance employees' commitment. To achieve the objective, the paper employed survey of literatures. Based on the survey of literature and qualitative content analysis, the paper found that innovation enhances employees commitment and customer focus optimizes employees commitment. The paper concluded that adaptive culture is a basic necessity for employee commitment in any business organization.

Keywords: Organizational Flexibility, Organizational Learning, Change Management, Employee Engagement, Organizational Commitment, Workplace Loyalty

Introduction

The concept of organizational culture had been given attention since late 1980s and early 1990s (Okocha, 2016). Organizational culture affects the way in which people behave in an organization. It can be viewed as the unique pattern of shared values, attitudes, rituals, beliefs, norms, expectations, socialization, and assumptions of employees in the organization (Schein, 1992). Accordingly, Schein (1992) argued that organizational culture is a pattern of basic assumptions invested, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integration. These values are then transferred to new members in the organization as the correct way to think and feel in relation to those problems. Hence organizational culture is the glue that bonds people to an organization or what drives them away.

Generally, there are lots of organizational culture models developed by researchers which incorporate different dimensions driven by beliefs and assumptions that create an organizational culture. According to Dolan and Lingham (2012) summarized some of the prominent organizational culture models to include; Edgar Schein model, Deal and Kennedy model, Charles Handy model, and Denison model. Among the various cultural models representation, the Denison model was chosen for this study because it captures the cultural variable used in this study (Adaptive culture). In this model, Denis and Neale (2011), identified four organizational culture dimensions, viz., innovation, consistency, mission and adaptability. The focus of this study will be on the adaptability culture.

Adaptive organizational culture trait represents the ability of an organization to quickly detect shift in the external environment in the form of change in the organization, customers' focus, by translating and interpreting signals from the environment into opportunities. Hence adaptive culture means how organizations quickly adjust their business processes and improvise themselves to achieve their goals.

More so, this work operationalizes adaptive organizational culture in terms of creating change, customer focus, and organizational learning. Creating change is the ability of an organization to constantly monitor the external environment by responding to current trends while anticipating future changes. Customer focus is the capacity of an organization to satisfy their customers by understanding and reacts to the continuously evolving customers' needs. While organizational learning is the ability of the organization to receive, translates, and interpret signals from the environment into opportunities which increase its chances for survival, growth and development. However, Chung and Kamal (2000) and Kondalkar (2007) established that there is a significant relationship between organizational culture and employees commitment and that the strength of an organizational culture signifies the expansion of employees commitment.

Employees' commitment is the individual's attraction and attachment to the work and organization (Srinivasan, Desalew & Belayneh, 2020). Employees commitment plays a vital role in an organization's growth and development. According to Hackett, Lapierre, and Hausdorf (2001), commitment reflects employees strong belief on organizational goals and objectives, culture and desire to remain as a loyal member in the organization. This work measures employees commitment in terms of affective commitment, continuance commitment, and normative commitment. Obviously, studies conducted by Srinivasan, Desalew and Belayneh (2020) on the effect of organizational culture on employee commitment in Arba Minch University, Ethiopia indicate that organizational culture influence employee commitment.

However, employees commitment has remained an important issue in many manufacturing firms. Some of the workers exhibit negative withdrawal attitude to work such as absenteeism, low morale, and lateness to work. This is perhaps due to low employees commitment to work. Hence, there is therefore need to theoretically examine the relationship between adaptive culture and employees commitment.

REVIEW OF RELATED LITERATURE

Base Line Theory

This paper is anchored on Denison's organizational culture model developed by Daniel R. Denison and William S. Neale in 1990. The model provides organizations with an easy-to interpret, business – friendly approach to performance improvement based on sound research principles.

The Denison organizational cultural model traits assumptions are;

Involvement – It is a primary organizational culture trait. It ensures the active participation of employees in decision making, team effort and the development of their necessary skills (Srinivasan, Desalew & Belayneh, 2020).

Consistency – It emphasizes maintaining status quo and devises a clear agreement regarding the right and wrong ways to carry out proper things in the organization.

Adaptability – It is a mean to recognize and respond to either the internal or external environment and restructure behaviours and processes appropriately (Denison, 1990).

Mission – It involves defining a meaningful long-term direction for the organization.

This model was succinctly adopted as the theoretical underpinning of this study because it is related to the predictor variable of this study (Adaptive culture). This model predicts that firms that recognized and respond to environmental changes restructuring behaviours and processes, appropriately will out-perform those who stick to the status quo.

The concept of adaptive culture

Adaptive culture or adaptability usually mean the capability of an organization in translating the environment into positive activity through innovation, customer focus and organizational learning. Adaptability is a means to acknowledge and respond to external and internal environment and local community. The organization needs capacity in response to either of the environments and reorganizes behaviours and activities correctly (Denison, 1990).

Creating change

Creating change deals with the capability to evolve adaptive course of action to accommodate and meet innovating demands of the organization. Thus, an organization must be able to follow the environment, immediately respond to present trends and expect future changes (Denison, Janovics, Young & Cho, 2006). Hence, organization must be flexible enough to change with the environment in which it operates in order to survive, grow and excel its competitors.

Customer focus

The customer focus is understood to mean responding to customers and anticipating their future needs. Customer focus shows the level to which an organization is propelled to satisfy their buyers. Customers are people that consume organizations products (goods and services). They are the sole reason for the existence and survival of an organization, without which no organization can survive. Hence, their satisfaction remains paramount for the survival of an organization.

Generally, satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance in relation to his or her expectation. If the performance falls short of expectations, the customers are dissatisfied. If the performance matches the expectation, the customer is satisfied. If the performance exceeds expectation, the customer is highly satisfied (Kotler & Keller, 2006).

More so, customer satisfaction is a measure of how well a company's products meet customer's expectation (Zendesk Library, 2021). It shows how healthy and organization is by showing how well organization's products are resonating with buyers. Organizations that continuously meet and exceed the need of her customers will continuously succeed by building a long-term loyal relationship with her customers. Hence, satisfied customers are happy customers and will repeatedly return to their favorite brand and also convey their positive experience to others.

Organizational learning

The organization acquires, translates and interprets signals from the environment into chances. These chances are utilized to inspired transformation, gaining knowledge and developing abilities. Optimizing the worth of employees' intellectual strengths needs to promote their culture and cognitive participation. It promotes both individual and organizational learning, new knowledge formation and application and the readiness to disseminate knowledge with others.

Employee Commitment

Employee commitment refers to an individual's attraction and attachment to the work and the organization (Srinivasan, Desalew & Belayneh, 2020). The commitment represents a socio-psychological bonding of an individual and to his groups, association, goals and values, occupation and profession (Abebe & Markos, 2016). The organizational commitment comprises of three indispensable components like affective, continuance and normative commitment. Newstrom and Davis (2002), argued that employee commitment depict a level to which an employee recognizes his organizations and wants to continue participating passionately in it. The commitment is a measure of the workers' tendency to stay in an organization for the future and reflects their belief on the mission and goals of the firm, desire to spend effort in achievement and intention to work always in the firm. The commitment is stronger for long-term employees since they are knowledgeable workers, more dedicated in work with their group yield to the achievement of the organization.

Affective Commitment

The affective commitment is referred to an employee's emotional attachment, involvement and identification with the organization and its objectives (Srinivasan, Desalew & Belayneh, 2020). The affective commitment is in three aspect such as the development of emotional

attachment, recognition and wish to maintain organizational membership in an organization. The identification and commitment will increase based on employees' own readiness to remain in the organization (Allen & Meyer, 2004). The affective commitment is a passionate feeling of affiliation of the employees with the organization and it comprises of three elements like beliefs, readiness and the desire towards the organizational objectives (Porter, 1974). The affective environment gives satisfaction to the employee and thereafter rises the emotional attachment with the organization (George, & Sabapathy, 2011). The affective commitment is exceptionally indispensable for the organizations to make a strong willingness to the employees to remain in the organization and accepting its purpose and worth (Allen & Mayer, 1990).

Continuance Commitment

Continuance commitment, the second construct of organizational commitment begins from the employees desire to remain in the organization by considering an understanding of the implication of quitting and readiness to remain in the organization because of 'non-transferable' investment of employees. The non-transferable investment involves retirement, relationships with other employees, and other benefits of the organization (Allen & Mayer, 1990). The continuance commitment consists of a number of years of employment, the special gains received by the employees from the organization (Hunt & Morgan, 1994). In continuance commitment, the employee thinks on the side effect of quitting the organization and avoids so.

Normative Commitment

The normative commitment is concerned with a delighted affection of an employee regarding organization and it is a worth of allegiance and duty of an employee concerning his commitment to the organization (Meyer & Allen, 1997). The normative commitment is normal, and it develops from the community owing to additional commitments like marriage, family, religion, etc., these commitments trigger the employee to feel the moral responsibility in the organization (Meyer et al, 2004).

Conclusion

The desire of every organization is to get its employees committed to the organization in order to excel than its rival. Employees commitment in an organization can be seen in the area of it emotional attachment, involvement and identification with the organization and its objectives (Affective commitment); desire to remain in the organization (Continuance commitment); and the gratified feeling of loyalty and responsibility towards the organization (Normative commitment). However, in the 21st century, organizational culture (Adaptive culture) plays a critical role in an organization in the area of creating change (innovation), customer focus and organizational learning which are indispensable necessities in this century.

The study concluded that organizational culture is a basic necessity for employee commitment in any business organization. It was also concluded that innovation optimizes employees commitment. The paper also concluded that customer focus enhances employees' commitment. Suffice to say that adaptive culture enables an organization to respond to its environment, reorganize behaviours and activities correctly, satisfied its customers and boost a healthy employee's commitment in the organization.

Consequently, to enhance the affective commitment of employees, management has to make a clear perception to urge employee to commit themselves through establishing a belief that acknowledge them, that they represent the essential part of the organizational family. Secondly, to strengthen the continuance and normative commitment, management has to create a conducive environment, work freedom, cordial relationship among the staff and make known to everyone about policy, mission, vision, goals and values of the organization and develop employees to consider their duty and responsibility to stay in their current job and deserves their loyalty.

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