
CORPORATE CULTURE AND EMPLOYEE COMMITMENT OF COMMERCIAL BANKS IN RIVERS STATE

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ABSTRACT

The study examined corporate culture and employee commitment of commercial banks in Rivers State. The study adopted a cross-sectional research design. The population for this study consisted of 120 participants of 20 commercial banks in Rivers State. The study used census method to study the entire population of the study. The primary data were collected through a questionnaire. The data were analyzed using Pearson Product Moment Correlation Coefficient Statistic. The result revealed a significant relationship between corporate culture and employee commitment of commercial banks in Rivers State. Therefore, the study concludes that corporate culture relate with organisational commitment. Hence, the study recommended that Commercial banks should actively involve employees in decision-making processes and organizational activities, fostering a sense of belonging and emotional attachment. They should increase employee involvement to strengthen continuance commitment by ensuring that employees perceive significant value in their roles, making the prospect of leaving less appealing. Commercial banks should provide comprehensive support, including managerial guidance and resources, to boost employees' affective commitment and strengthen their emotional bond with the organization. Commercial banks should enhance employee support systems, ensuring that employees feel their investments are valued and that leaving the organization would entail substantial personal or professional losses.

Keywords: Corporate culture, employee involvement, employee support, employee commitment, affective commitment, continuance commitment

Introduction

Employee commitment, defined as the degree to which employees identify with and want to continue participating in an organization (Newstrom & Davies, 2002), is crucial for organizational success. Strong commitment has been linked to lower turnover rates (Guest, 1991), organizational citizenship (Handsoff, 1994), job satisfaction (Anis et al., 2011; Sharma & Bajpai, 2010), and enhanced job performance (Bergman et al., 2000; Samad, 2007; Yousef, 2000). As such, understanding the factors that influence employee commitment is essential. In literature corporate culture affects many variables. So it is likely that corporate culture may affect employee commitment in commercial Banks in Rivers State. Corporate culture, often described as the unique pattern of shared values, norms, and assumptions within an organization (Armstrong, 2009), plays a significant role in shaping organizational behavior and influencing employee commitment. Despite its importance, corporate culture has been underexplored as a potential antecedent of commitment (Lok & Crawford, 2004), though studies suggest it significantly impacts organizational efficiency, effectiveness, and commitment (Clugston, 2000; Wasti, 2003). Given the limited research on employee commitment in Nigeria (Salami, 2008) and the lack of focus on the influence of corporate culture on commitment in specific sectors, this study aims to fill that gap. It investigates the relationship between corporate culture and employee commitment within commercial banks in Rivers State, providing valuable insights into how corporate culture affects organizational commitment in Rivers State.

Statement of the Problem

In commercial banks across Rivers State, poor employee commitment has become a growing concern, negatively affecting organizational performance. Employee commitment, which includes affective (emotional attachment), continuance (need to stay), and normative (obligation to stay) components, is crucial for success. However, declining levels of effective and continuance commitment are attributed to a lack of employee involvement in decision-making and inadequate support systems. Research shows that employee participation in decision-making enhances emotional attachment (Meyer & Allen, 1991), yet many banks in Rivers State employ top-down management, leaving employees feeling disconnected. Moreover, inadequate training, mentorship, and wellness programs reduce continuance commitment, as employees see fewer career growth opportunities, making them more likely to leave (Armstrong, 2014). The absence of these in many banks has led to disengagement and diminished commitment, resulting in high turnover, absenteeism, and decreased organizational performance (Robbins & Judge, 2019). Based on this problem, this study, therefore, examined the relationship between corporate culture and employee commitment in commercial banks in Rivers State.

Aim and Objectives of the Study

The aim of the study was to examine the relationship between corporate culture and employee commitment of commercial banks in Rivers State. The objectives of the study were to:

1. Examine the relationship between employee involvement and affective commitment of commercial banks in Rivers State.
2. Investigate the relationship between employee involvement and continuance commitment of commercial banks in Rivers State.
3. Determine the relationship between employee support and affective commitment of commercial banks in Rivers State.

4. Evaluate the relationship between employee support and continuance commitment of commercial banks in Rivers State.

Research Questions

The following research questions were formulated to guide the study:

1. What is the relationship between employee involvement and affective commitment of commercial banks in Rivers State?
2. How does employee involvement relate with continuance commitment of commercial banks in Rivers State?
3. What is the relationship between employee support and affective commitment of commercial banks in Rivers State?
4. How does employee support relate with continuance commitment of commercial banks in Rivers State?

Research Hypotheses

The following research hypotheses guided the study:

- H0₁:** There is no significant relationship between employee involvement and affective commitment of commercial banks in Rivers State.
- H0₂:** There is no significant relationship between employee involvement and continuance commitment of commercial banks in Rivers State.
- H0₃:** There is no significant relationship between employee support and affective commitment of commercial banks in Rivers State.
- H0₄:** Evaluate the relationship between employee support and continuance commitment of commercial banks in Rivers State.

Significance of the Study

This research will result in workplace reforms that will encourage employee to be more devoted to their careers. Theoretically, it is critical to improve our knowledge of how company culture influences employee commitment in a non-western nation. Finally, the research will assist managers in making decisions about developing appropriate culture that will improve employee commitment in the banking sector in Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Corporate Culture

Corporate culture plays a pivotal role in shaping organizational identity, employee behavior, and overall performance. Schein (2004) highlights how culture fosters shared values and norms, creating cohesion and aligning employees with organizational goals. Strong cultures, characterized by clear values, guide employee actions and enhance consistency in outcomes (Kotter & Heskett, 2011). Cultures that promote risk-taking and learning also support innovation and adaptability, crucial for maintaining competitiveness (O'Reilly & Tushman,

2008). Ethical cultures, emphasizing integrity and transparency, help build trust and sustainability (Treviño et al., 2014). Overall, corporate culture deeply influences employee engagement, identification, and commitment, as suggested by Lok and Crawford (2004).

Employee Involvement

Involvement culture measures the extent to which employee participation in decision-making leads to a shared sense of responsibility and commitment to organizational goals. Active employee involvement, from providing input in meetings to participating in strategic planning, increases job satisfaction, motivation, and commitment as employees feel valued and empowered (Eisenberger et al., 1990). This involvement fosters a sense of ownership, enhancing organizational citizenship behaviors and performance (Organ & Ryan, 1995). In commercial banks, fostering employee involvement can improve customer service, innovation, and alignment with organizational objectives, ultimately contributing to competitive advantage in dynamic environments (Eisenberger et al., 1990).

Employee Support

Employee support is vital for fostering a productive and engaged workforce, encompassing professional development tools, training, and personal well-being initiatives such as mental health services and work-life balance programs. Organizations that invest in such systems see higher productivity, satisfaction, and retention rates, with studies showing a 17% increase in productivity and 21% higher profitability for companies with strong support structures (Gallup, 2020). Effective support includes both professional and personal elements, and managers play a crucial role in ensuring these resources are accessible. Companies that prioritize employee support experience reduced turnover and enhanced employee engagement, driving innovation and customer satisfaction, ultimately contributing to long-term business success (SHRM, 2021; Harvard Business Review, 2021).

Concept of Employee Commitment

Allen and Meyer's (1990) three-component model of commitment categorises employee commitment as emotional, continuous, or normative. Affective commitment relates to an employee's emotional tie to the organisation, while continuation commitment is based on the perceived costs of quitting, and normative commitment is driven by a feeling of responsibility to remain. This model assists organisations in understanding the many factors that influence employee loyalty and behaviour. High levels of commitment are associated with favourable outcomes such as improved work performance, reduced absenteeism, and increased organisational citizenship behaviours (Meyer & Allen, 1991). This research focused on two (affective commitment and continuance commitment) of these aspects, which are discussed more below.

Affective Commitment

Affective commitment refers to an employee's emotional attachment to and identification with their organization, driving them to stay because they genuinely want to (Meyer & Allen, 1991). Positive work experiences, such as supportive leadership, fairness, and meaningful work, are key drivers of this commitment. Employees who feel valued and aligned with organizational goals demonstrate higher job satisfaction, loyalty, and engagement in organizational citizenship behaviors (Meyer et al., 2002). Organizations that foster affective

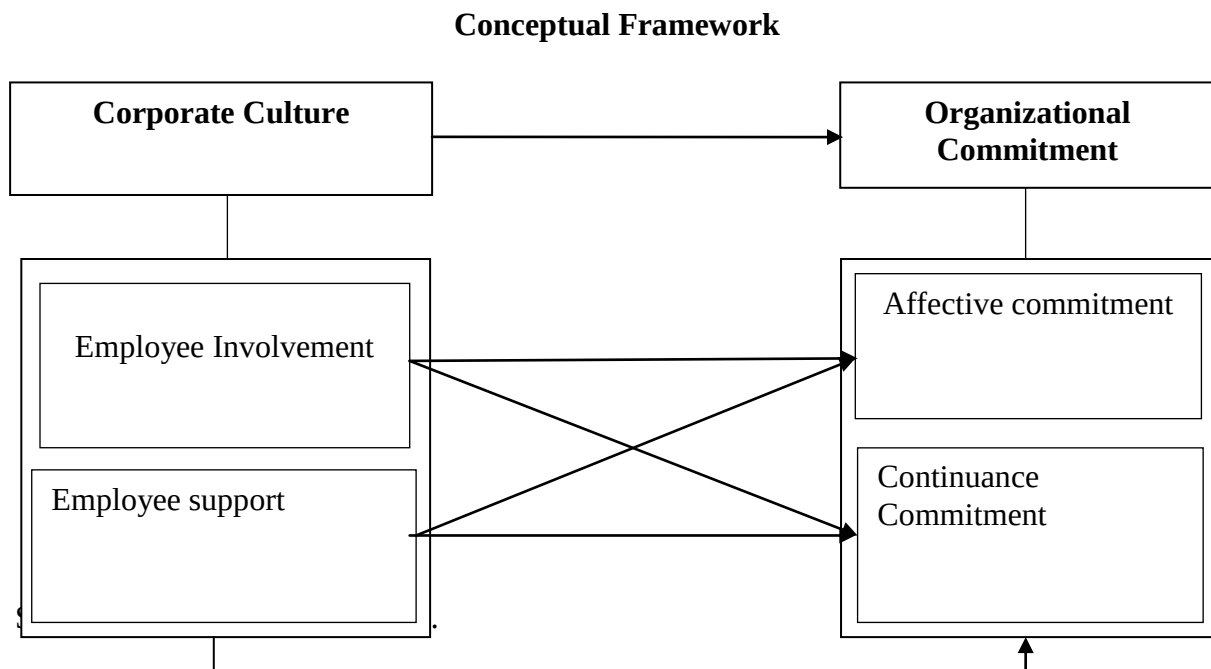
commitment benefit from increased performance, reduced turnover, and improved customer satisfaction (Meyer & Herscovitch, 2001). Building affective commitment requires a sustained focus on employee well-being, leadership quality, and opportunities for meaningful contribution.

Continuance Commitment

Continuance commitment refers to employees staying with their organization because the perceived costs of leaving are too high, such as financial loss or difficulty finding comparable roles (Meyer & Allen, 1991). This type of commitment is driven by factors like job-specific skills, personal circumstances, and external job market conditions. While continuance commitment can reduce turnover, it does not necessarily lead to higher engagement or performance, as employees stay out of necessity rather than desire (Meyer et al., 2002).

Conceptual Framework

The diagram below shows the operational framework of the study



Source: Adapted from Allen and Meyer (1990).

Theoretical Framework

This study adopts Social Exchange Theory by Blau (1964). Social Exchange Theory explains the dynamics of relationships within organizations, where employees contribute their skills and effort in exchange for rewards such as compensation, career opportunities, and recognition. In commercial banks in Rivers State, a strong corporate culture that emphasizes fairness, transparency, and mutual respect enhances this exchange by showing employees that their contributions are valued. When employees perceive that their efforts are rewarded fairly, they are more likely to develop positive attitudes and higher levels of organizational commitment, as they see the organization meeting their expectations in this reciprocal relationship. The theory also highlights the importance of reciprocity and trust in fostering organizational commitment. Employees are more likely to engage in discretionary behaviors,

such as organizational citizenship behaviors (OCBs), when they believe the organization reciprocates their efforts with meaningful rewards (Cropanzano & Mitchell, 2005). By aligning with Social Exchange Theory through fair reward systems and trust-building practices, commercial banks in Rivers State can enhance employee commitment.

Empirical Review

Abiona et al. (2023) investigated the impact of organisational culture on employee commitment: findings from federal schools of agriculture in southwest Nigeria. A multistage selection process was utilised to choose respondents from Federal College of Agriculture, Akure and Federal College of Agriculture, Ibadan, with data gathered using a well-structured questionnaire. The survey collected information on respondents' personal traits, organisational culture, and levels of employee commitment. Data analysis includes descriptive statistics like percentages, frequency counts, and averages, as well as inferential statistics like Ordinary Least Squares (OLS) regression. The findings revealed that a considerable number of respondents were male and married, with the majority possessing first degrees. The average age and monthly income were recorded. Leadership culture, norms, and values were identified as the most prominent organisational cultures in the institutions examined. Furthermore, personal characteristics, workloads, norms, and values all had a substantial impact on employee job commitment. The research revealed that excessive workload has a substantial impact on employee commitment.

Odita (2021) analyzed the impact of organizational culture on the dedication of workers to breweries in Nigeria. The primary objective of this study is to examine the impact of organizational culture on employee commitment in Nigerian beer establishments. The research used a stratified methodology for observational analysis, using a sample of 208 workers from subsidiaries selected from prominent multinational firms that manufacture Nigerian beer. The statistics were obtained from Life Breweries Co. Ltd. in Onitsha, Nigerian Breweries Plc., Pabod Breweries in Port Harcourt, Guinness Nigeria Plc., and Voltic Nigeria Limited in Lagos. This study employed a transversal design research technique for data collection. The data were examined using multiple regression analysis and descriptive statistics. The results demonstrated that highly inventive firms employ innovation as a means to a goal, rather than as an end in and of itself. Analysis of the study suggested that the existence of a creative and supportive culture may affect organizational procedures that support the creation and change of performance. A culture of support acts as a social glue, making individuals feel that they are part of the collaborative experience. This is useful for recruiting new personnel and sustaining maximum performance.

Utip et al. (2019) researched organisational culture and staff engagement at Niger Mills Company Plc in Cross River State, Nigeria. Two null hypotheses were developed: participative culture, supportive culture, and employee commitment at Niger Mills Company plc. The data were collected using a 27-item study instrument. A survey research approach was used, and data were obtained from 272 randomly selected residents (male and female) of the study's six strata (units). The stratified random sampling methodology, proportional to size, and hat and draw procedures were used at different phases of the investigation. The collected data were statistically evaluated using the Pearson Product Moment correlation coefficient. Participatory culture, innovation culture, and supporting culture are all strong predictors of employee engagement.

Okpimah (2022) investigated the impact of corporate culture on employee job performance in a study of select banks in Delta State, Nigeria. This research examines the impact of corporate culture on employee performance in Nigeria's banking sector. It only applies to certain banks in Delta State. A descriptive design was used in the investigation. Taro Yamane's method was used to sample 186 workers from 16 banks, totalling 348 employees. The scientific package for social science (SPSS version 20) software was used. Regression analysis was used to predict the result. material validity was assessed to see if the questionnaire's material was suitable and related to the study's purpose. Cronbach's alpha (CA) was used to test model dependability, and all constructs achieved high reliability values ranging from 0.79 to 0.92. According to the study's results, several characteristics of culture—power distance, individualism, and uncertainty avoidance—show that an organization's values and norms are founded on employee interactions and have a substantial positive link with employee performance. Employee beliefs, conventions, gestures, and all other characteristics of organisational culture influence company performance.

Gap in Literature

One significant gap is the lack of localized studies. There is a limited number of studies specifically addressing how corporate culture in these banks affect employee commitment of Commercial banks in Rivers State. While much of the literature on organizational culture and commitment addresses various industries, the banking sector operates under unique regulatory, operational, and competitive pressures. therefore lack of research focusing on how corporate culture of banking industry improve employee commitment Rivers State is still under development

Methodology

This study employed a cross-sectional research design, collecting data from respondents at a single point in time to analyze the relationship between corporate culture and employee commitment. The population included all 20 functional commercial banks in Rivers State, as recorded by the Nigerian Business Directory (2022). Given the manageable size of the population, a census technique was applied, meaning all 20 banks were included in the study. A total of 120 respondents, with six individuals from each bank, were selected as the unit of analysis, ensuring comprehensive coverage of the population. Primary data were collected directly from respondents through a structured questionnaire, which provided relevant and accurate information regarding corporate culture and employee commitment. The questionnaire, featuring closed-ended and Likert-scale questions, was standardized for quantitative analysis. The reliability of the questionnaire was confirmed using Cronbach's alpha, with values exceeding the 0.70 threshold, indicating consistency in measuring affective and continuance commitment. Data analysis was conducted using Pearson product Moment Correlation via SPSS Version 23.0.

Data Analysis

A total of 120 questionnaires were distributed, out of which 118 were retrieved, yielding a retrieval rate of 98.33%. Only 2 questionnaires, representing 1.67% of the total, were abandoned or unreturned. The high retrieval rate suggests a high level of respondent engagement and effective follow-up during the data collection process. With only a small fraction of unreturned questionnaires, the data collection process can be considered successful, ensuring that the responses gathered are highly representative of the target

population. The minimal abandonment also reduces the risk of response bias and improves the reliability of the findings.

Test of Hypotheses

The four statements of research hypotheses were tested in this section and the result is presented as appears in table 1.

Table 1: Correlation among Variables

		Correlations			
		Employee involvement	Employee support	Affective commitment	Continuance commitment
Employee involvement	Pearson Correlation	1	.761**	.733**	.705**
	Sig. (2-tailed)		.000	.000	.000
	N	118	118	118	118
Employee support	Pearson Correlation	.761**	1	.995**	.990**
	Sig. (2-tailed)	.000		.000	.000
	N	118	118	118	118
Affective commitment	Pearson Correlation	.733**	.995**	1	.995**
	Sig. (2-tailed)	.000	.000		.000
	N	118	118	118	118
Continuance commitment	Pearson Correlation	.705**	.990**	.995**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	118	118	118	118

** . Correlation is significant at the 0.01 level (2-tailed).

The table presents Pearson correlation coefficients among four variables: Employee Involvement, Employee Support, Affective Commitment, and Continuance Commitment. All correlations are significant at the 0.01 level, indicating strong relationships between these variables. Employee Involvement shows a strong positive correlation with Affective Commitment ($r = 0.733$), and Continuance Commitment ($r = 0.705$), suggesting that higher employee involvement is associated with stronger commitment (both affective and continuance). Employee Support is very strongly correlated with Affective Commitment ($r = 0.995$) and Continuance Commitment ($r = 0.990$), indicating that when employees feel supported, their emotional attachment to the organization (affective commitment) and perceived need to stay (continuance commitment) are significantly heightened. These results highlight that employee involvement and support play crucial roles in fostering both affective and Continuance forms of employee commitment.

Discussion of Finding

Several empirical studies support the relationships between employee involvement, employee support, and organizational commitment (both affective and continuance commitment), as indicated by the strong correlations in this study. Meyer and Allen developed a well-known model of organizational commitment, categorizing it into affective, continuance, and normative commitment. Their research found that affective commitment is strongly related to perceived organizational support, indicating that when employees feel valued and supported

by their organization, they are more likely to be emotionally attached to it. They also found continuance commitment to be related to the perceived costs associated with leaving the organization, supporting the link between employee support and continuance commitment.

Kuvaas (2006) conducted research that highlighted the impact of perceived organizational and supervisor support on employee commitment. He found that employees who perceive greater support from supervisors and the organization tend to show stronger affective commitment. His study supports the relationship between employee support and both affective and continuance commitment, demonstrating that support positively influences employees' emotional and calculative reasons for staying with an organization.

Farooq and Aslam (2011) emphasized the importance of employee involvement in fostering organizational commitment. They found a strong link between employee involvement in decision-making processes and affective commitment, suggesting that when employees are actively involved, their emotional attachment to the organization increases. This is consistent with the positive correlation between employee involvement and affective commitment in your data.

Klein et al. (2012) explored the role of employee involvement in strengthening organizational commitment. They found that when employees feel involved in organizational processes, they demonstrate higher levels of commitment, especially affective commitment. This study reinforces the relationship between employee involvement and affective commitment in your analysis. These studies collectively support the notion that employee involvement and support are critical factors in fostering both affective and continuance commitment, confirming the empirical relationships shown in the correlation analysis of this present study.

Conclusion

Based on the discussion of findings, the study concludes that employee involvement and employee support relate with affective commitment and continuance commitment of commercial banks in Rivers State. Therefore, the study concludes that corporate culture has a significant relationship with organisational commitment of commercial banks in Rivers State.

Recommendations

The following recommendations have been suggested based on the findings:

1. Commercial banks should actively involve employees in decision-making processes and organizational activities, fostering a sense of belonging and emotional attachment.
2. Commercial Banks should increase employee involvement to strengthen continuance commitment by ensuring that employees perceive significant value in their roles, making the prospect of leaving less appealing.
3. Commercial banks should provide comprehensive support, including managerial guidance and resources, to boost employees' affective commitment and strengthen their emotional bond with the organization.
4. Commercial banks should enhance employee support systems, ensuring that employees feel their investments are valued and that leaving the organization would entail substantial personal or professional losses.

Contributions to Knowledge

This study adds valuable insights into how corporate culture influences employee commitment within commercial banks in Rivers State. By examining the interplay between specific cultural attributes (employee involvement) and various two measures of employee commitment (affective and continuance), the research highlights how a well-defined and positive corporate culture can enhance employees' emotional attachment, perceived need to stay, and moral obligation towards their organization. This contributes to the broader understanding of how cultural factors shape employee commitment and retention strategies. Therefore, this research contributes to knowledge by elucidating the complex relationship between corporate culture and organizational commitment, offering practical insights for enhancing employee engagement and providing a theoretical foundation for further exploration in diverse contexts.

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