



MEDIATING EFFECT OF EMPLOYEE COMMITMENT ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN SELECTED PUBLIC TERTIARY INSTITUTIONS IN ADAMAWA STATE

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ABSTRACT

The success and survival of every institution largely depend on the level of commitment individual employees put at work which translate into better employees' performance. The organizational culture served as bedrock for enticing employees to increase or decrease their level of commitment and performance at work. When organizational culture is perceived as friendly and encompassing employees perform optimally to achieve organizational goals. The main objective of this study is to examine the impact of organizational culture on employee's performance in selected public tertiary institutions in Adamawa State: taking into account the mediating effect of employee's commitment". The study adopted a descriptive survey research design in which data was collected from 477 sample workforce of the selected public tertiary institutions using structured questionnaires. Data was analyzed using partial least square with the help of Smart PLS 4.6.8. The findings revealed a significant and positive relationship between organizational culture and employee's performance. It was primarily found out that employee's commitment positively and significantly mediates the relationship between organizational culture and employee's performance in selected public tertiary institutions in Adamawa State. The study therefore, concluded that employee commitment serve as a mediator between organizational culture and employee's performance. The findings of this study are therefore expected to provide insights for stakeholders, policymakers, and managers of public tertiary institutions in Adamawa state as regards to organizational culture and employee's performance. It was recommended that the management of the institutions should ensure that organizational culture is supportive to employee commitment, which would in turn have a positive effect on employees' performance.

Keywords: Organizational Culture, Employee Performance, Employees' Commitment

Introduction

Organizations that seek for success in today's global and dynamic business climate, which is rife with hostile competition, should have a mechanism in place to motivate their employees to be committed to the organization's objectives. Employees' accumulated contributions translate into higher organizational production, resulting in sustainability and growth (Purba, 2021).

The actual effort put in place by a worker either physical or mental during production process or service rendering is classified as employee's performance. Employee's performance might involve achieving targets, group input, worker skill, adequacy and effectiveness in taking care of work (Yuxin, 2021). Low employees' performance leads to waste of resources in form of retention cost, increase employees' redundancy and ultimately in ability to meet up with customers or client expectation.

However, one of the factors that directly and positively have an effect on the worker overall performance is organizational culture and employees' commitment. Organizational culture is the sum of traditions, values, beliefs, behavioral pattern, policies and attitudes that guide the conduct of employees in an organization (Utama, 2021). The organizational culture is used as a tool to improve the organization's functioning, performance and competitive position. The absence of a well laid down culture in most tertiary institutions in Nigeria to some extent may affect the level of commitment of employees negatively. Employee commitment plays a very predominant role in achieving the goals of an organization (Priyadharsan, 2020). However, lack of employee commitment gave negative effect on the organizational performance; which to a large extent contributes immensely to failure of organization not achieving their goals and objectives (Bandula & Jayatilake, 2016).

Practically, the problems of employees' performance in the selected tertiary institutions in Adamawa state are of concern to the management of federal Polytechnic Mubi, College of health technology Michika, College of Education Hong (COE), and Adamawa State University Mubi as expressed in their memos on 9th November, 2020, 10th February 2021, 4th May 2019 and 16th June 2018 respectively observing the non-challan attitude to work exhibited by the staff.

Theoretically, there are number of studies conducted in relation to organizational culture and employees' performance which reported significant positive relationship between the constructs these studies include (Adam 2018; Ariawaty 2021; Adebayo, 2018; Abdulraheem 2017; Chien Jie, 2020; Dung, 2021; Fidyah, 2020; Harianto 2020; Narayana 2017; Kamaludin, 2021; Khalif, 2017; Sopiah, 2021;; Obiora, 2020; Utama 2021; Priyadharsan, 2020; Ispik 2020; Mulugeta 2020; Saad and Abbas 2018; Shamsuddin, 2020; Yuxin, 2021; Febianti, 2020; Sinurat 2021; Gojali 2021; Sinurat 2021; Purba 2021;; Udin 2019; Kawiana 2018; Jufrizen 2021; Nikpour 2018; Purba 2021; Winoto 2020; Kumar 2021; Gojali 2021; Taaha 2021; Kuswati, 2020). It is suggested by (Baron & Kenny 1986; Memon, et'al., 2019) that where consistent relationship is established between the exogenous and endogenous variable of a study mediating variable can be introduce to explain why the relationship. One of the novelties of this study that make it different from the previous studies is the introduction of employee's commitment as a mediating variable between organizational culture and employee performance as suggested by Abdullahi, et'al. (2021) and Solikhin et'al, (2021). A review of the literature on employee performance reveals that earlier researches have evaluated the construct using statistical methods such chi-square, descriptive statistics, regression analysis, and correlation analysis. Lowry and Gaskin, (2014) explained that these measures have limited modeling capabilities, complex in detecting mediation effects, and are not well developed to modeling latent variables or indirect effects (mediation). Another novelty of this study is the use of partial least square structural equation modeling PLS SEM to analyze the mediation effect. In particular, this study aims to examine the mediating effect of employee commitment on the relationship between organizational culture and employee performance in selected public tertiary institutions in Adamawa State. This paper is

structured in such a way that it contained introduction, literature review, methodology, results and discussion as well as conclusion and recommendation.

Literature Review

Concept of Employee's Performance

According to Sinaga et al., (2018) employee performance is crucial to the organization's overall success. Traditional conceptions of job performance have limited the term to a straightforward description of task-related activities (Bambale, 2013). According to Mathis and Jackson (2009), there is a correlation between performance and output in terms of quantity, quality, timeliness, presence or attendance at work, effectiveness, and efficiency of completed work. Santos et'al. (2018) defined employee performance as a person's capacity to carry out tasks that advance the technical foundation of the company. Employees' performance is divided in to task performance, contextual performance, adaptive performance, dispositional performance, citizenship behavior and counter-productivity among others (Febianti, 2020; Yuxin, 2021; Kuswati, 2020)

Overview of Organizational Culture

Understanding the culture of an organization is important as it helps to remove the challenges faced by the organization in the process of making organizational changes. It a consensus among scholars that every organization has a culture, but some cultures are more powerful than others (Weber & Malte, 2021). Organizational culture is defined as a way for members to share expectations, conventions, beliefs, values, and routines (Burhanuddin & Supriyanto, 2019; Robbins & Judge, 2017; Needle, 2017). It is considered as a pattern of common fundamental presumptions learned by groups when resolving issues relating to external adaptation and internal integration that have worked well enough to be accepted as true and to be passed down to new group members as the proper way to accept something, think about it, and feel about it (Ilham, 2018). Coulter and Robbins (2018) explained that organizational culture comprises a set of values, principles, traditions, and ways of working that influence the behavior of organizational members. Beltran (2020) outlined how the shared vision, basic values, and underlying presumptions that shape an organization's conduct inside its units and subunits make up its organizational culture. For the purposes of this study, organizational culture refers to the generally accepted methods or standards used to carry out given duties. Gusmiarni (2020) noted that organizational culture has a significant impact on the development and shaping of the distinctive behavior styles of individuals, workgroups, and organizations. Differentiating one organizational culture from another allows for the classification of distinctions in organizational cultures, according to Hofstede (1980). Given this, Hofstede's four most distinctive cultural values that have an impact on companies are as follows: Individualism versus collectivism, power distance, avoiding ambiguity, and feminine versus masculinity.

Meaning of Employees Commitment

No organization can function at maximum efficiency in the current highly competitive climate unless every employee is committed to the organization's goals (Ebikeseye & Dickson, 2018). Employee commitment is the term for the employees' sentimental ties to the business (Yu, Yen, Barnes & Huang, 2019). High levels of employee dedication have a favorable effect on an organization's performance. Weber et.al., (2021) explained that every organization seeks employee commitment because it is crucial to the performance of

the organization. Employee commitment was conceptually described in this study as a psychological state that ties people to their given responsibilities in relation to an organization's goals. Reynolds and Tromp (2002) explained employee commitment as the level of connection an employee has to the organization and what is required for them to take an active interest in it. Employee commitment is divided into affective, continuance, and normative commitments based on Allen and Meyer (1990) categorizations.

Organization Culture and Employee Performance

Organizations in the twenty-first century encounter opportunities and difficulties in order to succeed in the dynamic commercial environment. Employee productivity is influenced by organizational culture at work (Mohsen, Neyazi, & Ebtekar, 2020; Kuswati, 2020). Ahsanullah, Najibullah & Sarwar (2022) conducted study on the impact of organizational culture on employees' performance in the telecommunication sector in Afghanistan using a sample size of 211 employees. Findings show that there are positive relationships between organizational cultures and employee performance. Karolus and Marisi. (2020) investigated among the employees of KSOP Class III Tarakan on the influence of organizational culture on the performance of employees through the work environment and have found a positive significant relationship. Jufrizen, Dinda & Hanifah (2021) investigates on the influence of organizational culture on employee performance through moderating role of motivation using a sample of 85 employees. The result indicates positive significant relationship.

Employee Commitment and Employee Performance

If the organizational culture is clearly defined and staff engagement in decision-making is encouraged, employees may be willing to go above and beyond what their employer's demand of them. This will result in improved performance. The dedication of employees improves staff performance in a business (Nikpour, 2017). To improve employee performance, an organization's workforce must demonstrate a strong commitment. Since an organization's success depends on the performance of its employees, increasing employee commitment among employees is a crucial component of improving performance (Mahmud, 2020). Directly or indirectly, employees' commitments have a good impact on each member of staff and organizational performance (Solikhin, et.al, 2021). If the personnel are dedicated to their duties, the organization's overall aims of achieving high customer targets through consistent delivery of goods or services will be improved. However, a lack of employee dedication would result in a decline in output and a reduction in the amount of money flowing into the company's coffers.

Organizational Culture and Employees Commitment

One of the most extensively researched variables in the literature on organizational behavior is the relationship between organizational culture and employee commitment. Quinn and Cameron (2006) said that organizational culture is a crucial instrument for assisting in the clarification of the organization's vision, providing a sense of collective identity to the staff, and strengthening employees' dedication. According to Tahere et al. (2012), employee commitment within a business is primarily achieved through staff participation, awareness, and both intrinsic and extrinsic rewards. Employee loyalty is founded on the organizational culture that has been established. Employee commitment increases with organizational culture, and vice versa, the more upbeat and goal-oriented the culture is.

Theoretical Framework

For the purpose of this study Vroom (1964) expectancy theory is adopted as the theoretical framework. This theory emphasizes that an action will result in a particular consequence and how appealing that outcome is to the individual determined how strong a desire to act in a particular way. It means an employee can be encouraged to work harder if he believes that doing so will result in a positive performance review and the achievement of a personal goal in the form of a reward for upcoming activities. The ideals of the theory emphasize on the relationships between efforts and performance, performance and reward, and rewards and personal goals (Salaman et al, 2005). As a result, people alter their level of dedication to an organization based on how likely it is that they will achieve important objectives they have established. When workers are confident that the organization's mission and vision are shared, they are more productive. According to this theory's central assumption, when employees anticipate receiving more from the company, they tend to be more dedicated to fulfilling their duties, which ultimately has a beneficial impact on their performance.

Model of the Study

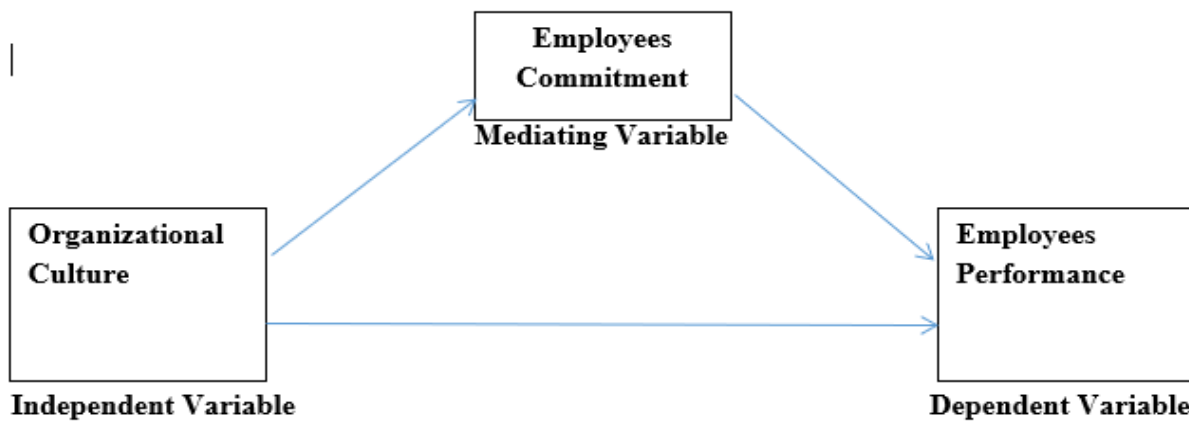


Figure 1. Conceptual Model of the Study

With regard to the personnel at selected public tertiary institution in Adamawa state, the proposed model for this study aims to examined the relationship between organizational culture as an independent variable and employee performance as a dependent variable. The model also looks at the direct connection between commitment as a mediator and employees’ performance as the study's dependent variable among staff of federal polytechnic Mubi. Finally, the model examined how employee commitment at the federal polytechnic in Mubi indirectly influences organizational culture and employee performance.

Methodology

Adamawa State as the study area was created on 27th August 1991 and is located in the North-East of Nigeria. It seats on a land area of 36, 917 square kilometers, it has 3 Senatorial Districts, 8 Federal Constituencies and 21 Local Government Areas with a projected population of 4,902,100 as at 2021 (Adamawa State planning commission, 2024). Farming and Cattle rearing are major occupation occupations in the State. The communities residing along the banks of River Gongola and Benue are

engaged in fishing. The state multidimensional poverty index is 54.9 percent based on NBS, 2022 report. This study adopted the use of survey research design with a population of 4426 employees from the four (4) selected tertiary institutions in Adamawa State. The population consists of 2875 employees from federal polytechnic Mubi, 167 employees from the college of health technology in Michika, 704 employees from Adamawa State University Mubi, and 680 employees from the college of education Hong. The population figures were gathered from the bursaries and registries departments of the institutions. Based on Taro Yamane's (1967) scientific recommendation for selecting sample size for research activities, the sample size for this study is 367 staff members

Thus, the formula is as follow:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = Sample size

N = Population Size

e = the level of precision

1= Constant

$$= \frac{4426}{1 + 4426 (5\%)^2}$$

$$= \underline{367}$$

In order to account for the non-response rates the sample size (367) for this study will be raised by 30% (110) as suggested by (Chander, 2017). Thus, 477 employees will make up the entire sample for this study as can be seen below:

Table: 1 **Disproportionate Sample Size**

S/N	Clusters	Population	Sample size
1	Federal Polytechnic Mubi	2875	181
2	College of Health Technology, Michika	167	78
3	Adamawa State university, Mubi	704	118
4	College of Education Hong	680	100
Total Sample Size			477

Source: *Researcher Compilation, 2024*

The sampling techniques adopted for this study is cluster and simple random sampling which are elements of probability sampling techniques. Due to the study's strict adherence to the Positivist paradigm's epistemological foundations, which permits researchers to remain impartial and independent from their study without imposing personal biases or influences on the results of the research at hand, the structured questionnaire was administered by the researchers. To analyze the data, structural equation modeling (SEM) PLS with Smart PLS 4 was used. SEM performs superior mediator tests and reduces the possibility of Type II errors (Lowry & Gaskin 2014). The Van den Berg and Wilderom (2004) Scale was used to assess organizational culture. The Allen and Meyer (1991) questionnaire was used to assess employees' commitment. To assess the employee performance Role Based Performance Scale (RBPS), created by Welbourne et al. in 1997, was used in this study.

Results and Discussion

This study conducts the assessment of a measurement model and the assessment of a structural model. The assessment of a measurement model consists of determining individual item reliability, internal consistency reliability and discriminant validity.

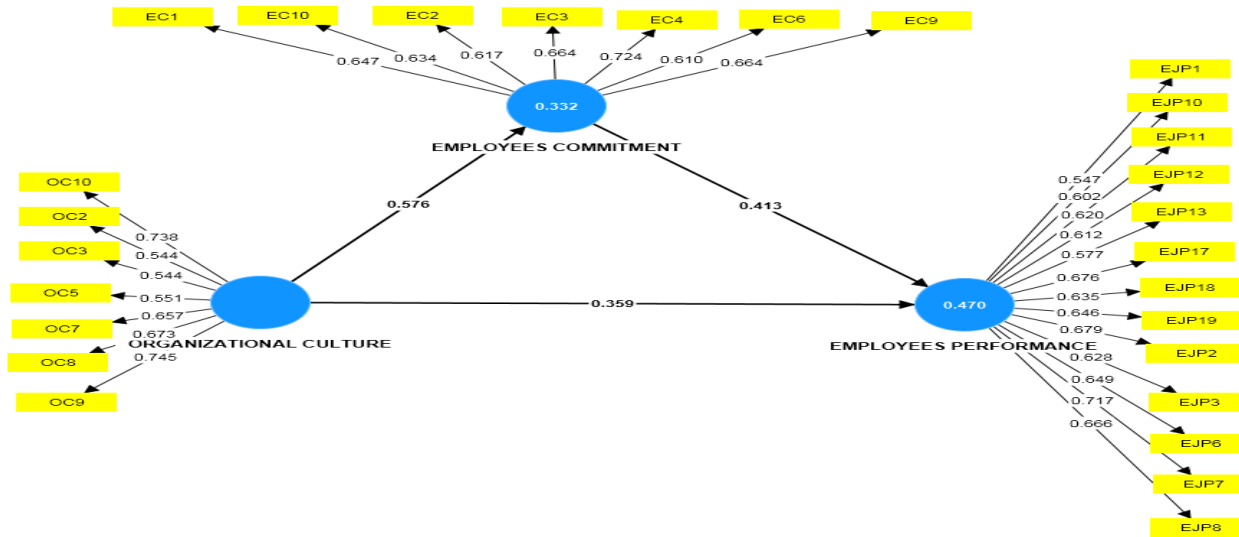


Figure 2 Measurement Model of the Study

The study's individual item reliability was evaluated by looking at the outer loadings of the measure for each latent concept. 27 components were therefore kept in the entire model since their loadings fell between 0.544 and 0.745. The Cronbach Alpha coefficient and composite reliability were used to assess the internal consistency reliability of this investigation. For this inquiry, the lowest composite reliability coefficient result is 0.776, which indicates sufficient internal consistency dependability. As can be observed in table 1 below, the study's Cronbach Alpha coefficient reliability rating, which ranges from 0.760 to 0.877, indicates higher internal consistency dependability of this research instrument

Table 1. Cronbach’s alpha, and Composite Reliability

Latent Constructs	Cronbach's Alpha	Composite Reliability
Employees Commitment	0.774	0.776
Employees Performance	0.877	0.881
Organizational Culture	0.760	0.780

Source: SmartPLS Output, 2024

For the purpose of this study, discriminant validity was ascertained using Fornell and Larker (1981) criterion as suggested by (Ramaya et’al., 2018)

**Table 2 Latent Variable Correlations and Square Roots of Average Variance Extracted
Fornell-Larcker Criterion**

Variables	EC	EP	OC
EC	0.652		
EP	0.619	0.636	
OC	0.576	0.597	0.642

Source: SmartPls Output, 2024

The value of discriminant validity test shows that the root of the Average Variance Extracted in each variable is higher than the root of the AVE in other aspects. So, the discriminant validity criteria based on Fornell & Larcker, (1981) are met.

Assessment of Significance of the Structural Model

For the purpose of this study, standard bootstrapping using 5000 bootstrapped samples was employed to assess the significance of path coefficients.

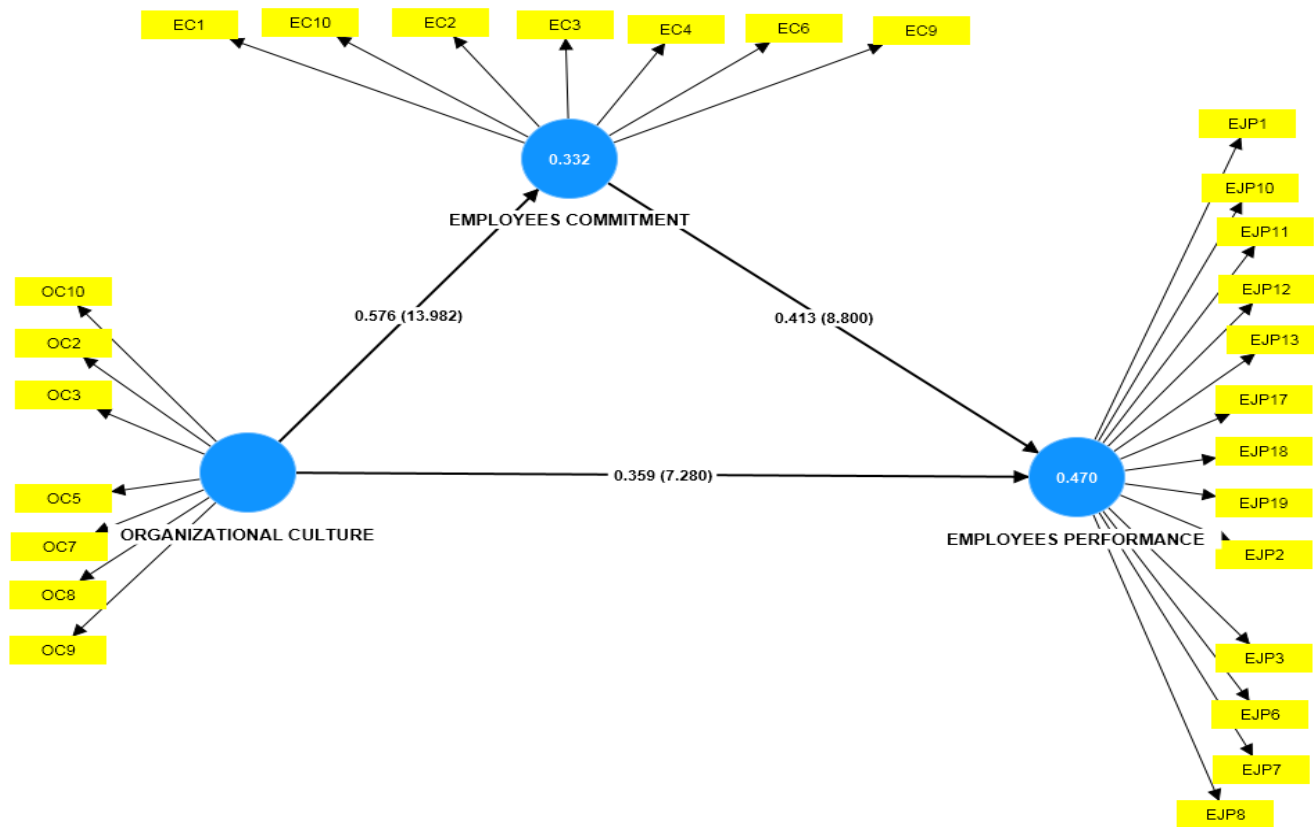


Figure 3 Structural Model with Mediation

The findings showed that employee performance and organizational culture had a significant positive connection at ($\beta = 0.359, t = 7.28, P = 0.000$). Additionally, the results showed that, in a subset of public tertiary institutions, organizational culture had a substantial positive link with employees' commitment at ($\beta = 0.576, t = 13.98, P = 0.000$). Additionally, the outcome showed a statistically significant positive correlation between the dedication of employees and their performance at ($\beta = 0.413, t = 8.80, P = 0.000$).

Testing of Mediation Effect

Regarding the mediation effect of employees’ commitment in the relationship between organizational culture and employees’ performance in selected public tertiary institutions in Adamawa State, result below indicated that employee’s commitment had a significant positive mediating relationship with organizational culture and employees’ performance at ($\beta = 0.238, t = 7.711, p = 0.000$).

Table 3 Specific Indirect Effects

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ORGANIZATIONAL CULTURE -> EMPLOYEES COMMITMENT -> EMPLOYEES PERFORMANCE	0.238	0.242	0.031	7.711	0.000

Source: SmartPls Output, 2024

Assessment of Variance Explained in the Endogenous Latent Variables

According to Ramayah et al. (2018), the R-squared value shows the percentage of variation in the dependent variable or variables that can be accounted for by one or more predictor variables. It shows the proportion of the endogenous variable's variance that the exogenous factors jointly explain. While the research environment determines the acceptable degree of R2 value (Hair et al., 2010). The R-squared values for the two endogenous latent variables are shown in Table 4 below.

Table 4 Variance Explained in the Endogenous Latent Variable

R-square

	R-square	R-square adjusted
EMPLOYEES COMMITMENT	0.332	0.330
EMPLOYEES PERFORMANCE	0.470	0.466

Source: SmartPls Output, 2024

The study model explains 46.6% of the overall variance in employee performance and 33% of the variance in employee’s commitment in selected public tertiary institutions in Adamawa State. As a result, the endogenous latent variables displayed acceptable levels of R-squared values, which were regarded as moderate and considerable according to Falk and Miller's (1992) and Chin's (1998) standards.

Conclusion and Recommendation

Organizational culture and employee commitment are positively and simultaneously related to employee performance. The objective of this present study was to investigate the mediating effect of employees’ commitment between organizational culture and employee performance. Employee performance is positively impacted by organizational culture both directly and indirectly through employee commitment, with the indirect effect outweighing the direct influence. It was recommended that organizational culture attributes such reward system culture be emphasized when dealing with staff in their institutions as it improved employee’s level of performance. The current ethical values, freedom to deviate from the rule and share a common view as organizational culture should be considered as it affects employees’

commitment in the selected institutions in Adamawa State. It is also recommended that combine use of sound attributes of commitment even with good organizational culture in place because it modifies the link between the study's exogenous variable and endogenous variable in a beneficial way.

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