



IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEES' COMMITMENT OF THE HOSPITALITY FIRMS IN RIVERS STATE, NIGERIA

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Abstract: *The study examined Organisational Culture and Employees' Commitment of Hospitality Firms in Rivers State. A sample size of 254 drawn from a population of 15 selected hospitality firms in Rivers State. Simple random sampling technique was used. The main source of data collection was structured questionnaires, and Spearman's rank correlation coefficient was used to test the hypotheses and analyses with aid SPSS. The findings revealed that there was a high positive significant relationship between variables of organisational culture (organisational structure and teamwork) to variables of employees' commitment (normative and affective employees' commitment) on performance of hospitality firms in Rivers State. The study concludes that organisational culture is significantly and positively related to employees' commitment which resulted to corporate performance of hospitality firms, in Rivers State. The study recommended that organisations should clearly defined organisational structure and encourage teamwork as a culture and practice them to enhance employees' commitment to attain organisational objective effectively and efficiently.*

Keywords: *Organisational Culture, organisational structure, normative employees', affective employees' Commitment.*

INTRODUCTION

In this present, dynamic and competitive business environment, organizational culture is fundamental component that determine employee commitment and organisational performance. The organizational culture is agent that harmonise cultural diversity background of the employees' engaged in the organisation to be committed on their assigned task towards attainment of the corporate objectives. This serves as a framework that regulate their ethical conduct, spell position, duty, authority, power, teamwork, leadership, flowchart of mutual relationship with one another, flow of communication in an organisation among others. This study examines the relationship between the organizational culture and workforce commitment. Positive culture enhances the commitment of employee that accomplishes the organizational goal effectively.

Organizational culture plays a crucial role in shaping, motivating employees' commitment in actualising goal of an organisation. A well-defined organisational culture that promotes knowledge sharing, ethical values standard, flowchart of authority and responsibilities, beliefs, and teamwork among others will enhance employees' commitment in an organization (Schein, 2010). Organizational culture significantly influences how

employees perceive their work environment, their level of engagement, and their commitment to the organization (Kwortnik & Thompson, 2009).

Employee commitment is crucial in every organisation particularly, hospitality firms because of the positive impacts on: customer satisfaction, and overall organizational performance (Azim, *et al.*, 2020; Rane, *et al.*, 2023). Employees' commitment is essential for the success and sustainability of hospitality firms. A positive organizational culture fosters an environment where employees feel valued and motivated, leading to increased performance (Radu, 2023). Conversely, a negative or misaligned culture can result in disengaged employees, high attrition rates, and diminished service quality, ultimately affecting the firm's reputation and profitability (Nilsen, 2023). In Nigeria, the hospitality sector has experienced significant growth, driven by an increase in tourism and domestic travel (Ogunyomi & Akinlabi, 2020).

When employees are highly committed, they experience greater increase productivity, creativity and innovation which in turn leads to increase per output of employee and enhances organizational performance. Committed employees are more inclined to exceed expectations in their roles, delivering exceptional customer service and nurturing a positive organizational culture (Deepalakshmi *et al.*, 2024; Heydari & Lai (2019)). This commitment is particularly crucial in the hospitality industry, where customer interactions are frequent and significantly impact the firm's reputation and profitability (Ali, *et al.*, 2021; Kwortnik & Thompson, 2009). Moreover, employee commitment has a direct correlation with customer satisfaction (Nilsen, 2023, Ogunyomi & Akinlabi, 2020). Several studies has been made on organisational culture and employee commitment respectively, but a dearth of empirical research on the impact of organisational culture on employee commitment in the hospitality firms in Rivers State, This study will bridge the observed gap in study by exploring the relationship between these two constructs, this study aims to provide insights into how hospitality firms in Nigeria can leverage organizational culture to enhance employee commitment, thereby improving service delivery and competitive.

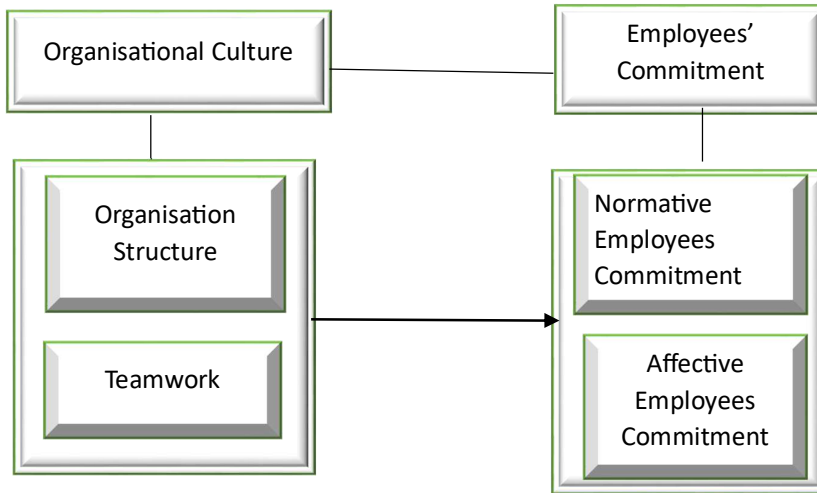
STATEMENT OF THE PROBLEM

Employees' commitment in hospitality firms is significantly importance in the prevailing competitive and dynamic business environment. The success of every organisation greatly depends on the level of normative, affective and continuance employees' commitment to assign task to be performed for interest of organisation. Today, some organisations like hospitality firms are experiencing poor performance due to lack of employee commitment in service delivery to guests and customers to the organisation. Employees are not dedicated to duty assigned them, some just did it to pass time without any passion and motivation for creative, innovation or contributing positively for the advancement of the organisation. Apart from this, it is Surprisely that most organisations have loss their ethical standard before their stakeholders due to poor employees' commitment, lack of time management, dishonesty, lack of co-operation, absence of teamwork and no proper specification of authority, power, responsibility and accountability for the assigned task towards organisational performance.

Critically survey, employees' commitment adversely affected the overall performance of some hospitality firms ranging from the financial, market share, sales volume, customer satisfaction among others. Therefore, to mitigate challenges of poor employees' commitment the researcher investigated on organizational culture as strategy to for store employees' commitment to attain organisational performance. In addition, this study is

conducted to find out the relationship between organisational culture and employees' commitment in hospitality firms in Rivers State, Nigeria.

Conceptual Framework



Source: adopted by (Penley & Gould (1988), Meyer & Allen (1991), Schein, (2010).

Aim and Objectives of the Study

The study examines the relationship between Organizational culture and employee commitment of hospitality firms in Rivers State. Specifically, is to:

- I. investigate the relationship between organisation structure and normative employee's commitment of hospitality firms in Rivers State.
- II. examine the relationship between organisation structure and affective of hospitality firms in Rivers State.
- III. ascertain the relationship teamwork between normative employee's commitment of hospitality firms in Rivers State.
- IV. Find out the relationship between teamwork and normative employee's commitment of hospitality firms in Rivers State.

Research Questions

1. What is the relationship between organisation structure and normative employees' commitment of hospitality firms in Rivers State?
2. What is the relationship organisation structure and affective employees' commitment of hospitality firms in Rivers State?
3. What is the relationship between teamwork and normative employees of hospitality firms in Rivers State?
4. What is the relationship between teamwork and affective employees' commitment of hospitality firms in Rivers State?

Research Hypotheses

- Ho₁: There is no significant relationship between organisational structure and Normative employees' commitment of hospitality firms in Rivers State.
- Ho₂: There is no significant relationship between the organisation structure and affective employees' commitment of hospitality firms in Rivers State.
- Ho₃: There is no significant relationship between teamwork and normative employees' commitment of hospitality firms in Rivers State.
- Ho₄: There is no significant relationship between teamwork and affective employees' commitment of hospitality firms in Rivers State.

Literature Review

Organizational Culture

Organizational culture refers to the shared values, norms, beliefs, ethical code of conduct and practices that shape the behaviours and attitudes of employees within an organisation to attain the objectives. It acts as the social glue that binds an organization together, influencing how employees interact, committed in attainment of organisational goals (Schein, 2010; Hema *et al.*, 2023). A strong organizational culture can foster an environment where employees feel aligned with the organisation's objectives, leading to increased motivation and performance. In the hospitality industry, a positive culture that emphasizes service excellence and teamwork can significantly enhance employee commitment and customer satisfaction (Radu, 2023).

Moreover, organizational culture plays a crucial function in modifying the overall work environment and employee experience. A culture that promotes openness, ethical standard and respect, encourages employees to voice their views and participate for decision-making processes in the interest of the organisation (Denison, 2010). This participative approach can lead to higher levels of creativity and innovation, which are vital in a dynamic and competitive business environment like hospitality. Conversely, a toxic or misaligned culture can lead to disengagement, high turnover rates, and diminished service quality, ultimately affecting organizational performance (Nilsen, 2023)).

Dimensions of Organisational Culture:

Organizational Structure

Organizational structure entails the manner in which members of an organization are organized and formal ways in which duties, functions and accountability are assigned to accomplish the aim and objectives of the organisation. It can also be seen as a formalized orientation between members of an organization with respect to the tasks, duties, roles and functions to be executed within the organization (Ghandi & Chandeur, 2011). Damanpour, (1991) maintains that organizational structure comprises the nature of formalization, hierarchical levels, stages of horizontal consolidation, concentration of authority and modes of interaction. An organizational chart or organogram is often times employed to clearly describes effective communication channel of authority, power, responsibility and stewardship from top to the bottom in an organisation. Organizational structure is the framework and foundation for coordinating, including levels of hierarchy and control spans, roles, positions and tools for incorporation and problem resolution.

Rehman and Abdulrahman, (2015) the following could be considered as types of organizational structure: divisional structures, bureaucratic structures; matrix structure, and functional structures or culture that unite diversity of individualism interests and backgrounds for the overall interest of the corporate objectives. A clearly defined and formalized organizational structure specifies and details the flow of authority and duties among employees, therefore serving as a flowchart that facilitates effectiveness in employee commitment towards overall organizational performance. An entity that considers formality, rules, standard operating procedures, and hierarchical co-ordination important typically operates within a culture of bureaucracy. The norms, rules and procedures are documented as a guide to regulate the conduct of employees' commitment to their obligation and follow the laid-down policy, procedures, rules and ethical conduct in administering responsibilities in an organisation. Similarly, Hassan, Anwar, Rafique and Saeed (2014) conducted a study on the "Impact of organizational structure on employees' creativity: The study found that there is a strong positive association between organizational structure and employees' creativity. Furthermore, Kampini (2018) conducted a study on the "Impact of organizational structure on employee performance". The study revealed that employee performance is significantly influenced by organizational structure. The results also revealed that building a strong and effective organizational structure is critical to enhancing employees' commitment and performance because it serves as a drive to boost performance. Finally, Shabbir (2017) investigated "Organizational structure and employees' performance: This revealed that organizational structure had a significant positive effect on staff performances of brewing firms in Nigeria. Hence, the study recommended that brewing firms should prioritize the development of adequate structures that align with all organizational units and component parts in order to improve employees' performance. Effective communication practices are essential for fostering a positive organizational culture and enhancing employee commitment. (Campbell. 2023). In hospitality firms, effective communication facilitates collaboration among employees and ensures that everyone is aligned in delivering exceptional service (Kwortnik & Thompson, 2009). When employees feel that their opinions and contributions are recognise, it enhances motivation and employees' commitment towards organisational performance. In contrast, poor communication practices can lead to misunderstandings, conflicts, and a lack of alignment among team members. In the fast-paced hospitality environment, where timely information is critical, ineffective communication can result in service failures and employee frustration (SiteMinder, 2024). Organizations that prioritize open lines of communication, provide regular feedback, and encourage dialogue among employees create a culture of trust and support. This not only boosts employee morale but also improves overall organizational performance, as engaged employees are more likely to provide high-quality service and contribute positively to the company's goals.

Teamwork

Teamwork simply means Esprit De corp. It is one of Henry Fayol principles of effective administration in an organisation. There is a common saying, divided we fall but unity we stand to accomplish the purpose of the organisation. The organisational pattern or lifestyle where collective work in harmony, mutually co-operation of works, promote brainstorming, idea and knowledge sharing, creativity, innovation all for the interest of achieving the objectives of the

organisation. But, a situation where organisational culture never promotes the spirit of unity among the departments, sections, managers and employees to employees to co-operate in one spirit such organisation will certainly experience negative impact on the performance of the organisation. An organization is consisted of people from diversity of cultural background and lifestyle, so it is the organisation culture of teamwork that will mutually coordinate them together towards supporting organisational objectives in order to accomplish their individual or personal needs and wants (subordination of organisation for individual objectives, Fayol, 1014). It comprises various individuals from different backgrounds and cultural differences are united by common interests, beliefs, cultures, agendas for the overall objective of the organisation. Within organizations, there are departments, which are made up of teams of professionals who must work collaboratively together to actualize the organization's goals/objectives. This is why teamwork is very essential in organizations (Bakker, Schaufeli, Leiter and Taris, 2008). Michigan State University (2019), a thriving culture of teamwork entails an atmosphere marked by the common idea that the entity can adequately advance collaborative effort that regulates how activities can be accomplished effectively, and how planning and decision-making are done. Organizations operating under a team-based culture gain greater degrees of employee retention; reduced expenditure on staff recruitment/training enlarges the bottom line. Basically, many organizations are increasingly emphasizing the development of teams in order to better achieve organizational tasks efficiently and effectively.

Irfan, (2016), collectivism is positively employed in government-owned and commercial organizations in Sri Lanka. This is due to the fact that the employer-employee relationship is morally-driven and adequate understanding exists between managerial personnel and other levels. Therefore, organizational performance improves because of the adoption of a collaborative problem-resolution method, speedy decision-making procedures, cooperation and interactions between personnel, as well as robust communication, among others. The Globe study, (2014) revealed that Nigerian organizations encourage values such as pride, allegiance, and cooperation among their personnel, and greatly appreciate collaboration and shared purpose/goals. The study measured this style in terms of the organization possessing facets such as collective team orientation, team integrator, diplomatic, (reverse scored) malevolent, and administratively competent. Saad and Abbas, (2018) cited that teamwork is essential in enhancing individual and group learning which influences organizational performance. Teamwork and organizational performance is positively supported by the study of Salihu, Salihu and Musa,(2016) that revealed that employee teamwork (employee involvement) had a direct and significant impact on employee job productivity.

The teamwork environment in hospitality firms significantly influences employees' commitment towards organisational performance (Heimerl *et al.*, 2020). A positive work environment encompasses both the physical aspects of the workplace, such as cleanliness and safety, as well as the social interactive atmosphere among the workers, including team dynamics and management support (Zhenjing *et al.*, 2022; Ogunyomi & Akinlabi, 2020). A well-designed workplace that supports teamwork will enhance employee morale and motivation, leading to higher levels of employees' commitment, better service delivery. For example, hospitality firms that invest in creating comfortable and efficient workspaces, along with supportive team dynamics, will experience improvement on employees' commitment and performance (Rasool *et al.*, 2020; Kwortnik & Thompson, 2009). Teamwork is essential for delivering high-quality service, teamwork plays a critical role in enhancing employee commitment and overall organizational performance (Lee & Lim, 2023)

Equally, a negative work environment characterized by high anxiety, conflict, and lack of resources can lead to employee disengagement and dissatisfaction. In the hospitality industry, where employees often work long hours and face demanding customer expectations, a supportive work environment is crucial for maintaining employee well-being (Ganesan, 2024). Employers who prioritize creating a positive work culture—through initiatives such as team-building activities, recognition programs, and opportunities for professional development—can foster greater employee commitment and organisational performance. Ultimately, a teamwork is healthy environment contributes to better overall organizational performance and customer satisfaction in the hospitality sector (Zhenjing *et al.*, 2022). Ogunyomi & Akinlabi, 2020, Hrlineup, 2024 teamwork share knowledge and resources more effectively, resulting in better problem-solving and decision-making. Organizational culture that emphasizes teamwork and collaboration motivates employees' commitment for organisational performance (Hogan, 2024).

Employees Commitment

Employee commitment is a critical factor in determining the success and sustainability of hospitality firms. It refers to the psychological attachment and loyalty that employees feel toward their organization, influencing their willingness to contribute to its success (Meyer & Allen, 1991) The commitment has different dimensions and Angle and Perry (1981) link the commitment to the organizational goal. Reilly and Chatman (1986) give three dimensions of commitment including compliance, identification and internalization, and ethical code of conduct that regulate their actions and behaviour towards attainment of the organisational objectives. Penley and Gould (1988), Meyer and Allen (1991) established model with affective, continuance and normative employees' commitment. Mayer and Schoorman,(1992) presented model of commitment with value and continuance. This research, focused on model of organizational commitment. Organizational commitment is comprised with three elements: affective, continuance and normative commitment.

Moreover, employee commitment is influenced by several factors, including organizational culture, leadership practices, ethical standard, workplace, teamwork, employee recognition among others. A positive organizational culture that aligns with employees' values can enhance their sense of belonging have a positive impact on employees' commitment on the organisational performance (Schein, 2010).

Measures of Employees' Commitment:

Normative Employees' commitment

Normative commitment refers to the obliged authority, power, responsibility and accountability of an employee to be committed in accomplishing the assigned task in the organization effectively and efficiently. It is value of loyalty and responsibility of employee regarding his commitment with the organization (Meyer & Allen 1991). Also, normative employees' commitment also refers to ability of an employee working in an organisation being dedicated to work in consonant with fundamental principles, ethical code of conduct, obedience to instructions, rules, policies, laws, procedure and submissive to duty, time management, obligation and accountability, all to enhance goal attainment of the organisation. It is a crucial determinant of overall organizational effectiveness, especially in the hospitality industry, where employee engagement directly impacts customer preference (Heimer, 2020, Obiekwe *et al.*, 2019, Ganesh, 2024, Kwortnik & Thompson, 2019)

Affective Commitment

Employees in an organisation move or motivated to the extend beyond obeying rules but contributing by thinking, new ideas, business, intrapreneurs, creativity, innovative towards improving and achieving organizational performance. Affective employees' commitment is connected to employees' emotional feeling and motivation to creativity and innovative ideas, positive contribution for the success of the organisation (Wankel 2009, Sonnenberg, 2024). Affective employees' commitment involves: in depth value, feelings, beliefs, willingness and desire towards for the progress of the organizational goal (Porter 1974). Mowday, (1982) categorized the affective commitment with personal and structural characteristics, job and work experience. On the other hand, a lack of organisational structure, teamwork, effective communication, and unclear roles can lead to misunderstandings and conflicts, negatively impact on employees' commitment and organisational performance (Khan, 2023).). By fostering a supportive culture and effective organisational structure, hospitality firms can enhance teamwork, ultimately leading to greater employee commitment and improved quality service delivery and customer satisfaction.

The organizational affective commitment increases with providing environment in which employee feels better and comfort to work and employee easily interact with each other in pleasant environment. Existing culture of the organization regarding employees is long-term investment in the organization and its return at the end. Many researchers argue that continuance commitment is low as compared with affective commitment with the organization (Meyer & Allen 1997). The ritual and ceremonies conducted by the organization influence the degree of attachment of employee with organization and true narrative stories for new employee encourage his/ her affective commitment. The effective environment provides happiness to the employee of organization, which

increases the emotional attachment with the organization (George 2009). The effective organisational structure within the organization not only increases the performance of the firm but also enhances the affective commitment toward the organization of employee (Nelson & Quick 2000).

Organizational Culture and Employee Commitment Theory

Edgar Schein's theory on organizational culture highlights how shared basic assumptions, values, and artifacts within an organization influence employee behaviour and perceptions. Schein categorizes culture into three levels: artefact's (visible elements like dress code and rituals), espoused values (explicitly stated norms and philosophies), and basic underlying assumptions (unconscious beliefs guiding behaviour). In the context of hospitality firms, alignment between organizational values and employee personal values enhances emotional attachment and commitment. Consistency in cultural assumptions provides a predictable environment, reducing stress and increasing performance, while visible cultural elements like rewards and recognition programs motivate employees and strengthen their commitment. In hospitality firms, a well-aligned organizational culture fosters higher employee engagement and loyalty, essential for providing exceptional customer service. When employees feel their contributions are valued and see themselves as part of a supportive team, their commitment to the organization grows. Schein's,(2020) framework showed that cultural fit and alignment is crucial for maintaining a motivated workforce in the hospitality industry. Organizational culture is including physical environment, symbols, language and tangible products. The physical environment invites the people of different backgrounds that used inclusive language. First organization focused on the physical environment in which employees interact with each other. The culture of an organization established set of values among the employees of organization to form affective commitment that optimize the organizational performance (Basu ,2009).

Denison (1984), effective organizational culture of an organization builds up high commitment environment that improve the return on investment and organizational performance. The performance of organization through organizational commitment indicates optimized performance (Petty, Beadles, Lowery, Chapman & Connel 1995). The cultural assessment gives the opportunity to organization to find out gap between the current and desired culture, which helps the organization in improving commitment (Schein 1991). Culture is integral part of organizational operations, established by various factors of values, language, rituals, ceremonies and routines. Various types of organizations adopted different types of culture, but every organizational culture is compatible with the three level of organizational culture. Organizational

EMPIRICAL REVIEW

Heydari & Lai (2019) investigates how employee commitment affects service quality, focusing on the mediating role of organizational citizenship behaviour (OCB) through empirical research grounded in integrated models and theories. Data were collected using surveys, with reliability assessments conducted using Cronbach's Alpha. The results showed that the "Working Commitment" scale had a reliability score of 0.766, the Podsakoff OCB scale scored 0.846, and the SERVQUAL service quality scale achieved a reliability of 0.960. The study sampled 223 employees from the hospitality industry in Guangdong. The findings suggest that positive attitudes and role clarity significantly enhance employee engagement and political effectiveness. However, conflicts can hinder

the relationship between commitment and political engagement. The research also examined five distinct dimensions of OCB based on Oregon's framework—altruism, conscientiousness, civic virtue, courtesy, and sportsmanship—all of which positively influence service quality. This underscores the importance of fostering OCB to enhance the competitiveness of the Chinese hospitality industry.

Ali *et al.* (2021) investigated the impact of service quality on customer satisfaction, specifically examining how various dimensions of service quality affect satisfaction levels in hotels. The study employed a quantitative research method and utilized a random sampling technique to collect data. A total of 111 participants were involved in the research. The findings indicate that four dimensions of service quality—empathy, responsiveness, assurance, and tangibles—positively correlate with customer satisfaction. In contrast, the dimension of reliability was found to have a negative relationship with customer satisfaction.

Dawson *et al.*, ((2023). grounded in the theory of work adjustment, explores the influence of organizational culture within the hospitality sector on various employee outcomes, including job satisfaction, organizational citizenship behaviours, service recovery performance, and turnover intention. Survey data was collected from 210 hotel employees in Turkey. The results revealed that a robust hospitality culture significantly impacts turnover rates, service recovery performance, organizational citizenship behaviour, and job satisfaction, with job satisfaction serving as a crucial mediator. These findings highlight the necessity of cultivating a strong organizational culture to enhance employee attitudes and performance in the hospitality industry.

The influence of a toxic working environment (TWE) on employee engagement (EE) is examined by Rasool *et al.* (2021), who utilise the theories of organisational support (OST) and conservation of resources (COR). A study model was put up that suggests that a toxic work environment has a negative impact on employee engagement through organisational support (OS) and employee well-being (EW), both directly and indirectly. A quantitative research methodology was used to gather information from 301 employees of Chinese small and medium-sized businesses. Partial least squares structural equation modelling (PLS-SEM 3.2.2) was utilised to examine the suggested correlations. The findings verified that employee engagement is negatively impacted by a hostile work environment. Furthermore, the results show that the association between a hazardous workplace and employee engagement is significantly mediated by organisational support and employee well-being.

Methodology

A survey of 749 employee drawn from 15 hospitality firms in Rivers State constitute the study population. The sample size of 254 was drawn, using krejcie and Morgan's 1970 table. The simple random technique was used. The sample elements were given a structured questionnaire. Organisational culture was operationalized with organisational structure and teamwork. Employees' commitment: normative and affective employees' commitment were used to measure the dependent variable (employee commitment). Each concept was assessed using five items. The Cronbach alpha was used to determine the variable's dependability. Structure questionnaire was used main source of date collection with 4-point Likert scale and bivariate analysis was with the aid of Spearman rank order correlation coefficient **SPSS** to test hypotheses. **Note:** 254 questionnaires were

distributed, but only 213(83.9%) copies were returned and constitute the valid questionnaire. The hypotheses test is undertaken at a 95% confidence interval and the decision rule is stated below. Where $P \leq 0.05$ = Reject the null hypotheses and Where $P > 0.05$ = Accept the null hypotheses

Date Presentation, Analysis and Interpretation of Result

Table 1: Correlations Between Organisational Structure and Dimensions of Employees' Commitment

			Communication Practices	Employee Job Satisfaction	Team Cohesion
Spearman's rho	Organisational Structure	Correlation Coefficient	1.000	.821**	.837**
		Sig. (2-tailed)	.	.000	.000
		N	213	213	213
Normative Employees' Commitment	Normative Employees' Commitment	Correlation Coefficient	.821**	1.000	.712**
		Sig. (2-tailed)	.000	.	.000
		N	213	213	213
Affective Employees' Commitment	Affective Employees' Commitment	Correlation Coefficient	.837**	.712**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	213	213	213

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

Source: SPSS Output

Organisational Structure and Normative employees' Commitment: In column five of table 1, the rho value of 0.821** at a significance level of 0.000 is less than the alpha level of 0.05. Therefore, the null hypothesis (H_{01}) is rejected, and the alternate hypothesis (H_{a1}) is accepted. This proposes that organisational structure and normative employees' commitment have a significant positive relationship.

Organisation Structure and affective Employees' Commitment: The rho value in column six of table 1 above is 0.837** at a significance level of 0.000, is less than the alpha level of 0.05 used for organisational structure and affective employees' commitment. The null hypothesis (H_{02}), which states that there is no significant relationship between organisational structure and affective employees' commitment, is rejected because the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This suggests that there is a strong positive relationship between organisational structure and affective employees' commitment.

Table 2: Correlations Between Teamwork and The Dimension of Employee Commitment

			Work Environment	Employee Job Satisfaction	Team Cohesion
Spearman's rho	Teamwork	Correlation Coefficient	1.000	.855**	.815**
		Sig. (2-tailed)	.	.000	.000
		N	213	213	213
	Normative Employees' Commitment	Correlation Coefficient	.855**	1.000	.695**
		Sig. (2-tailed)	.000	.	.000
		N	213	213	213
	Affective Employees' Commitment	Correlation Coefficient	.815**	.695**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	213	213	213

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

Source: SPSS Output

Teamwork and Normative Employees' Commitment: The rho value in Column 5 of table 2 is 0.855** at a significance level of 0.000, which is less than the alpha level of 0.05. The null hypothesis (H₀₃) is rejected, while the alternate hypothesis (H_{a3}) is accepted. This advocates that teamwork has a strong positive relationship with normative employee commitment

Teamwork and Affective Employees' Commitment: The rho value of 0.815** at a significance level of 0.000 in column six of table 2 above is less than the alpha level of 0.05 for the hypothesis relating to work environment and team cohesion. The null hypothesis (H₀₄), which claims that there is no significant association between teamwork and affective employees' commitment, is rejected because the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This implies that teamwork and affective employees' commitment have a highly significant positive relationship.

Discussion of Findings

According to the statistics above, organisational culture in terms of organisational structure and teamwork has a relationship with employee commitment. Each hypothesis is discussed in detail below.

Organisational Structure and Normative Employees' Commitment

The results of the data analysis in Table 1 indicate a strong relationship between organisational structure and normative employees' commitment. The P-value of 0.000 signifies that this relationship is statistically significant, confirming a robust positive correlation. Null hypothesis is rejected whereas alternative hypothesis that says there is significance relationship between organisational structure and normative employees'

commitment in hospitality firms in Rivers State since p-value is less than alpha level. Additionally, the rho value of 0.821 further underscores the strength of this positive connection, implying that as effective organisational structure increase, normative employees' commitment correspondingly rises. The results of this study support

Organisational Structure and Affective Employees' Commitment

The hypothesis 2 analysis in Table 1 revealed a strong, positive, and significant correlation between organisational structure and affective employees' commitment. The P-value of 0.000 confirms the statistical significance of this relationship, while the rho value of 0.837 indicates a robust positive link. Null hypothesis is rejected whereas alternative hypothesis that says there is significance relationship between organisational structure and affective employees' commitment in hospitality firms in Rivers State since p-value is less than alpha level. This implies that improved organisational structure is closely associated with enhanced affective employees' commitment and organisational performance.

Teamwork and Normative Employees' Commitment

The results in Table 2 revealed that the teamwork significantly relates to normative employees' commitment. The P-value of 0.000 confirms the statistical significance of this relationship, while the rho value of 0.855 indicates a strong positive correlation between the variables. Null hypothesis is rejected whereas alternative hypothesis that says there is significance relationship between teamwork and normative employees' commitment in hospitality firms in Rivers State since p-value is less than alpha level. This implies that a better teamwork is closely associated with higher normative employees' commitment.

Teamwork and Affective Employees' Commitment

The analysis presented in Table 2 revealed that the teamwork relates significantly to affective employees' commitment. The P-value of 0.000 shows that the teamwork relates to affective employees' commitment, while the rho value of 0.815 shows a high positive correlational value among the variables. Null hypothesis is rejected whereas alternative hypothesis that says there is significance relationship between teamwork and affective employees' commitment in hospitality firms in Rivers State since p-value is less than alpha level. This implies that there is a strong positive relationship between the work environment and affective employees' commitment. The P-value of 0.000 indicates that the relationship is statistically significant, meaning that the likelihood of this relationship occurring by chance is extremely low. The rho value of 0.815 further indicates a high degree of correlation, suggesting that improvements or positive changes in the teamwork are strongly associated with increases in affective employees' commitment. Therefore, fostering a supportive and positive work environment can be crucial for enhancing team cohesion within an organization. This study is supported by Denison (1984), effective organizational culture of an organization builds up high commitment environment that improve the return on investment and organizational performance. The effective environment provides happiness to the employee of organization, which increases the emotional attachment with the organization (George 2009). The effective organisational structure within the organization not only increases the performance of the firm but also enhances the affective commitment toward the organization of employee (Nelson and Quick 2000).

CONCLUSION

Based on literature and empirical review, organizational culture is a framework that regulates the conduct and harmonised the individual diversity culture of employees

toward the accomplishment of organisational goals. Organizational culture establishes relationship with employees' commitment. Organizational culture influences the commitment of employees on different levels. Organization culture is dimensioned into organisational structure and teamwork that impact on employees' commitment. Then, employees' commitment measures are employees' affective commitment and employees' normative commitment which contributed to the overall performance of the organisation. The study revealed that organisational culture has a high positive significant relationship between employees' commitment on the organisational performance specially, hospitality firms in Rivers State, Nigeria.

Recommendations

The following recommendations are proffered to the telecommunication firms

1. Organisation should clearly define organisational structure that is flexible that motivates employees' normative and affective commitment towards supporting organisation creativity, innovation and enhancing the overall performance.
2. The organisation should encourage and support the culture of teamwork since it will promote brainstorming, Esprit de corps, knowledge sharing, collective and mutual relationship for employees' commitment and performance of organisation.
3. The Organization should periodically orientate employees on significance of organisation structure and teamwork as a yardstick cornerstone for employees' commitment and performance.
4. Organisation should reward and motivate employees who are committed in promoting organisational culture toward organisational performance.

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