

ORGANIZATIONAL CULTURE AND IMPLICATIONS ON WORKERS' COMMITMENT: AN APPLIED STUDY OF BREWERIES IN NIGERIA

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ABSTRACT

The main focus of this study is to examine the effect of organizational culture on organizational commitment in Breweries in Nigeria. The study, through a stratified random sampling technique, made use of a sample size of 208 employees of the selected subsidiaries of the major global players in Breweries in Nigeria. Data was collected from Life Breweries Co. Ltd, Onitsha, Nigerian Breweries Plc, Guinness Nigeria Plc, Pabod Breweries, Port Harcourt, and Voltic Nigeria Limited, Lagos. Cross sectional survey research design method was used for this study. Data were analyzed using descriptive statistics and multiple regression analysis. The findings showed that highly innovative organizations do not see innovation as an end but rather as an avenue to attain strategic goals. The study concluded that innovative and supportive culture can give a shape to organizational processes which help to create and modify performance. Supportive culture works as a social glue and make them feel a part of the cooperate experience which is useful to attract new staff and retain the best performers. It was therefore recommended that managers should not take their organizational culture for granted because a strong pervaded culture creates social ideals that influence individual behavior and generates commitment to the values of the company.

Keywords: Organizational Culture, Worker's Commitment

INTRODUCTION

Culture is made up of specific principles that are reflected in how people behave in the workplace on a daily basis. Values are influential and lifetime attitudes

regarding corporate aims (Christie, 2005). Values are influenced by the type of significant goals that exist in the organization. According to this viewpoint values are integrated to build the backbone of a culture since they decide whether or not an activity is right or wrong (Christie, 2005).

All organizations, everywhere, function within a particular culture, and it is becoming more widely known in modern deliberations of organizational performance that managers and other organizational practitioners have to build up an understanding of their cultural settings if their firms are to perform effectively. Manstead and Hewstone (1995) opined that cultural attitudes are more an integral part of the firm. Attitudes are in fact recognized to be a part of organizational culture.

Organizational systems always find ways of managing behavior so as to create a balance in the system, even when that balance may be less than optimal for the organization's success. Managers must focus on organizational culture to establish a company with a value-based competitive advantage, because organizational culture is a collection of beliefs, values, and attitudes shared by all members of the business (Darmawan, 2013). Organizational culture is the process through which tasks are carried out in the organization-working environment, in line with the ideal way the organization culture wants to be (Matthew, 2010). Because of the intricate nature of organizational culture, contrast between different cultures is a crucial task. Typically, similar firms or industries across certain dimensions can be significantly compared.

Organizational commitment is viewed as the situation where the worker identifies with the firm and its goals and desires to keep on being a member of that organization. Organizational commitment is posited to be a strong desire to be a member of a group, a readiness to put up a significant amount of effort for the organization, as well as a level of trust and acceptance of the organization's beliefs and aims (Robbins, 2005; Luthans, 1992).

Breweries are a subsector of the Nigerian food and beverage industry. Breweries' main activities include the manufacturing, packaging, and marketing of alcoholic and malt drinks. Despite the dominance of two main corporations, the sector has transformed from a duopoly to one characterized by severe competition. The company has also evolved from a purely bottling operation to one that incorporates canned beverage production and the use of tetra packs. In organizational contexts, organizational culture is a rich and vibrant network of widely held attitudes, values, and actions. Christie (2005) stresses the perceptions and shared ideas and perspectives and connects this to the way people define the world around them. Thus, it can be explained that the theoretical nature of the

organizational culture makes it complex to manage. A behavior simply established in one organizational culture may not be welcome in another.

There is dispute concerning the effects of organizational culture on employee commitment, despite various studies and research. Some research has discovered a favorable link between company culture and employee dedication, while others have discovered a negative link. Various empirically based researches on the impact of company culture on employee commitment have yielded inconsistent results. The study is relevant for a speedily developing nation such as Nigeria as there is high need to understand how organizational culture affects workers' attitude of commitment to the organization. This study is thus aimed at examining organizational culture and its effect on organizational commitment in Breweries in Nigeria. The dimensions of organizational culture such as innovative culture and supportive culture could have effects on organizational commitment.

Managers continue to be bedeviled by a large number of management challenges that have their roots in the culture of a society and those that impede improvement to attaining high performance. Despite the fact that empirical studies on organizational culture and employee commitment have been undertaken, there has been no evidence to support the effects of organizational culture on organizational commitment. In work environment research, organizational commitment has gotten a lot of attention. It's been quantified in a variety of ways, yet it's still a difficult concept to grasp. There is certainly an increasing body of literature regarding questions of cultural impact on organizational behaviour and performance but that much of it is of poor quality comprising of anecdotes, prescriptions based on Western fantasies and experience. As a result, there is a scarcity of study devoted only to the impact of culture on organizational performance. As a result, little is known about the organizational culture's characteristic and originality, as well as its impact on organizational commitment.

Looking at the cultural profile of most breweries in Nigeria, the signs of the organizational decline are obvious, which apparently stemmed from behavioral rigidity associated with top management team. Breweries often face major challenge of high rate of staff turnover resulting from changing technology in manufacturing processes. As a result of these issues, there is therefore the need for corporations to reengineer the organization's culture to be more receptive of the changing dynamics of modern technology which would to a greater extent help stem the high rate of staff turnover. Though people work for a variety of

reasons, including monetary gain, however a people oriented organizational culture could help breeds staff consciousness to commitment and drive their collective purpose to organizational growth.

Generally, the study seeks to examine the effect of organizational culture on workers' commitment in Breweries in Nigeria. The specific objectives are to:

- i. Examine the impact of innovative culture on organizational commitment in Breweries in Nigeria.
- ii. Ascertain the effect of supportive culture on organizational commitment in Breweries in Nigeria.

Based on the measures of the study, the following hypotheses were formulated and tested.

HO₁: There is no significant relationship between innovative culture and organizational commitment in Breweries in Nigeria.

HO₂: Supportive culture has no significant relationship with organizational commitment in Breweries in Nigeria.

LITERATURE REVIEW

Organizational Culture

Organizational culture represents an ideology of the firm as well as the forms of its expression. The ideology of the organization includes beliefs, norms and values. It is manifested via language, narration, symbols and other activities (Triece & Beyer, 1993). Organizational culture can therefore be used as an avenue of enhancing productivity (Denison & Mishra, 1995). The concept of culture and effectiveness is of major relevance in organizational studies (Denison & Mishra, 1995; Gordon & DiTomaso, 2007; Bavec, 2007) but progress in the development of theory and research has been slowed by an alarming set of research problems. It has been extensively known that organizational culture is relevant in organizational behaviour and performance (Trice & Beyer 1993; Peters & Waterman 2004; Schein 2004).

Organizational culture refers to the stable attitudes, beliefs and values that are held in common among employees (Williams, Dobson, & Walters, 1993), shared behavioural expectations and shared normative beliefs (Cooke & Szumal, 2000), or a particular set of behaviours, values, and beliefs that explain the way people and groups interact when they work toward a common goal. These definitions refer to what is in essence a group-level phenomenon.

The improvement in performance supports workers' commitment while values, norms and objectives contribute in enhancing the culture of a company (Awadh & Saad, 2013). Besides, a strong pervaded culture creates social ideals that influence individual behavior and generates commitment to the values of the company (Suda, 2007). Choueke & Armstrong, (2000) compares the difference between formal culture which is managed and known by the senior management and the informal one which is a result of both job-related and social interaction.

Organizational culture is the beliefs, values and hidden assumptions that employees have in common (Miron, Erez & Naveh, 2004). Cameron & Quinn, (2011) in a study concluded that organizational culture originated from anthropology and sociology. Two alternative approaches to organizational culture emerged from these two disciplines: functionalist and semiotic approaches. As a result of these approaches, academics have come up with new ways to define, quantify, and characterize culture (Cameron & Quinn, 2011). The culture of a corporation is a set of values, norms, beliefs, and attitudes that shape how people work (Chin-Loy & Mujtaba, 2007). The structural stability of the number of members and the greater amount of assimilation of a single component are two primary elements of social group culture (Schein, 2004).

Organizational culture, according to Zhang (2010), is a mode made up of some basic assumptions that are gradually established by a specific group as they figure out how to respond to the external environment and solve internal inter-related system problems. Abdul Rashid, Sambasivan and Johari (2003) contends that several studies have been carried out to recognize the type and nature of organizational culture in organizations with a view to eliciting the major norms, values and beliefs in an organization that have given much drive to the success and higher performance of the organization.

For workers trying to make sense of their surroundings (Weick, 2001), organizational culture provides them a strong sense of belonging in their work environment (Parker, 2000; Hofstede, 2001). As a result, organizational culture serves as a conduit for the organization's effect on the identity and conduct of its employees (Parker, 2000), individuals are socialized into distinct norms and patterns of conduct (Ravasi & Schultz, 2006) as well as through giving socially shared views that generate regularity in the workplace (Marinova, 2005).

Innovative Culture

In most cases innovating organizational culture is crucial. In this process

managers, play the most relevant role (Likar, Macur & Trunk-Sirca, 2006; Kralj & Markiè, 2008; Martins and Terblanche, 2003; Montes, Moreno & Morales 2005; Tidd, 2001). To save organizational culture, Mulej. Potoèan, Ženko, kajzer, Uršiè, Knez-Riedl, Lynn, and Ovsenik (2004), suggest directing attention to the ethics of interdependence as an indication of an actual interdependence and as a base which makes it promising for the culture of cooperation and mutual knowledge transfer to achieve recognition, with the goal of expanding common knowledge so that workers perform and innovate on their jobs.

McLean, (2005) opined that innovation is bringing an idea from concept to market, recognizing the idea for its relevance, funded in an environment of scarce or at least competing resources and the capability to overcome vital challenges such as competitive pressures, technology challenges, and a variety of others. Innovation is achieved in organizations when creative risk taking and speed in taking advantage of opportunities is encouraged by allowing workers to take responsibilities and initiatives. This is what Sarros, Gray, Densten and Cooper (2005) referred to as innovation culture. Innovation is influenced by reward, stability and performance cultures. This is in agreement with the views of Martins and Terblanche (2003) and Naranjo-Valencia, Jimenez-Jimenez and Sanz-Valle (2011); that organizational culture affects innovation in organizations and proposes that different organizational cultures will be needed depending on the innovation strategic orientation of the company.

Therefore, the core value of stability culture upholds generally organizational stability. Creative acquisition, organization and management of new human resources are a typology of innovation in organizations. Innovation is also influenced by performance orientation culture. It emphasizes great performance anticipation, job enthusiasm, results orientation and high organizational expectations (Sarros *et al*, 2005); similar to outcome oriented culture in Web book (2012) that instills performance consciousness in workers. An innovative culture has a creative, result oriented, demanding work environment and is portrayed as being entrepreneurial determined, inspiring, goal driven and risk-taking.

Innovative culture, as argued by some innovation experts, researchers, academicians and nongovernmental organizations, is one of hot issues in administrative science (Aksay, 2011). Uzkurt and Sen (2012) view innovative culture as the type of culture that has the orientation, creativity and dynamic properties. In addition, Jassawalla and Sashittal, (2002) take social side into deliberation and emphasize the dimensions of value system and collective

consciousness that impact the behaviour of workers in the organization.

It is not wrong to say that today one of the most vital ways to attain sustainable competitive advantage for firms is unquestionably having an innovative culture. Companies having an innovative culture are the ones that have competitive advantage. Organizations which prioritize creativity and innovation usually have innovative culture. Results of an innovative culture are diversity and quality, which are rather tough to emulate.

Supportive Culture

A supportive culture is seen as a motivating tool that helps the organization perform well and achieve success in all of its endeavors (Ritchie, 2000). A supportive culture exhibits teamwork and is people-oriented, encouraging and has a trusting work environment. This cultural perspective is open, pleasant, safe, equitable, trusting, sociable, humanistic and collaborative.

Thus supportive culture is viewed as an organization's climate that is centered on mutual trust between the individual and the organization (Dwirantwi, 2012). In such organizations, people are valued as human beings and are not just machines. This culture centers on warmth and even love and it makes people want to come to work in the morning, not only because they like their work but also because they care for their colleagues (Dwirantwi, 2012). People contribute towards the organization out of a sense of commitment. Employees feel a sense of belonging and that they have a personal stake in the firm.

A supportive work–family culture improves the possibility that workers will feel at ease using family-friendly benefits like flextime, as they are less expected to be anxious about possible negative career outcomes (Allen, 2001).

Organizational Commitment

Given that an organizational culture is principled on collective/ participatory efforts in decision making process by the majority of the firm's employees, then it signifies that the employees have reached a solid consensus on what the organization is supposed to be. This form of purpose agreement will strengthen corporate loyalty, cohesion, and commitment, reducing the likelihood of staff turnover (Robbins & Judge, 2007, in Sunyoto & Burhanuddin (2011). Organizational commitment is a worker's psychological attachment to the firm. The worker feels a sense of belonging and recognition with the firm. Darmawan (2013) claims that culture strengthens an organization's commitment and

improves consistency of behavior. The relationship between organizational culture and organizational commitment has been widely investigated by previous scholars (Negin, Mahdiah & Mamani, 2013; Rebecca, 2013; Naveed, Nadeen & Naqvi, 2014). Corporate culture, according to Tobing (2006), has a direct impact on organizational commitment. Similarly, Khan and Rashid (2012) discovered that organizational culture has a significant impact on organizational commitment, whereas Abbas and Somaye (2012) discovered that while innovative organizational culture has a positive relationship with organizational commitment, bureaucratic organizational culture does not. Increased organizational commitment is a very vital thing for the drive and the quality of public service. Workers who work for the public service requires a good level of commitment to sustain quality service expected of the public sector. The public sector however has long been plagued by poor workers' commitment culture (Suleyman & Sozen, 2002).

Organizational Culture and Organizational Commitment

Researchers (Yiing & Ahmad, 2009; Rashid, Sambasivan, & Johari, 2003; Shannawaz & Hazarika, 2004) have established the relationship between organizational culture and commitment of workers in different regions and different industrial set ups. Sungmin, Henkin, and Egley (2005) discovered teamwork and trust to be relevant predictors of commitment. Tilaye, (2005) opined that the most important indicators of organizational commitment were perceived work autonomy, procedural justice, distributive justice, organizational support, and employee age. Shannawaz and Hazarika (2004) investigate the impact of organizational culture on the performance of staff in two hospitals, indicating that organizational culture variables are good determinants of organizational commitment. Task identification was found to have a strong positive link with professional commitment, while gender and organization size had a favorable impact on organizational commitment, according to Kwon and Banks (2004).

Perceived organizational support, procedural fairness, and transformational leadership were found to be major determinants of manager trust, which in turn affect turnover intent and commitment, according to Connell, Ferres, and Travaglione (2003). As per Lok and Crawford (1999) organizational subculture is more strongly linked to commitment than organizational culture. The level of dedication had the strongest link with satisfaction with the level of control over the working environment. They discovered a slight favorable link between

commitment and age. The amount of education, years in position, and years of experience of participants, on the other hand, showed no correlation with dedication. Better organizational culture where one's higher level of needs are satisfied leads to higher level of commitment among employees. Workers' commitment to their organization was influenced by both situational and personal variables, according to Sharma (1997). Situational considerations were more important than person-related ones in determining commitment.

Denison's Theory of Organizational Culture and Effectiveness

Denison's model grew out of his efforts to develop an integrative theory of organizational culture that (i) illustrates how culture links to organizational effectiveness, (ii) recognize a wide number of value and characteristic markets that can be used to gain a better grasp of the cultural effectiveness connection and (iii) elucidates the precise mechanisms by which these characteristics support or inhibit effectiveness. According to Schein (2004), the underlying ideas and beliefs that represent the highest levels of corporate culture are at the heart of Denison's model.

These fundamental beliefs serve as the foundation for (i) more visible cultural indicators such as observable and valued objects – heroes, symbols, rituals, and so forth – and (ii) behavior and action (Denison, 2000). Despite the central significance assigned to fundamental assumptions and beliefs, and consistent with the dominant perspective in culture research (Hofstede, 2001), Denison's model compares firms based on substantially more "surface-level" values and behaviors. These ideals are thought to be more attainable than assumptions and more consistent than objects (Denison, 2000). According to Denison's model, the four commonly defined cultural traits of consistency, adaptability, involvement, and mission work together to support a company's ability to integrate and coordinate internal resources as well as adjust its external environment, resulting in higher organizational performance.

The model specifies three indexes/variables used to evaluate the attribute of value dimensions. The indicator indexes are "empowerment," "team orientation," and "capacity development,".

These three variables all refer to how involved organizational members are. (i) "share a set of values that builds a feeling of identity and an obvious set of expectations," (ii) "are able to reach consensus on important topics and resolve disagreements when they arise," and (iii) "work well together to achieve common goals" (Denison, 2000).

Empirical Review

Jung, Baeza and Hong (2008) investigated the relation between organizational cultures and national culture on total quality management performance. Total quality management has a significant relationship with corporate culture, and total quality management has a beneficial effect on business performance, according to regression analysis of 186 international businesses that completed the questionnaire.

Densten and Sarros, (2012) examined the influence of culture and social approval on CEO leadership. Reward, innovation, performance focus, and stability were used as separate components in a cross-sectional survey of 635 CEOs from various Australian companies. The results of the hierarchical multi regression methodology show that transactional leadership and cultural transformational leadership are distinct in terms of the culture in which the CEO operates, as well as the company norms, social acceptance needs, and culture.

Awan and mahmood, (2010) investigated the link between leadership style, business culture, employee satisfaction, and commitment in universities of Pakistan. The findings revealed that these librarians work under a bureaucratic leadership style and are not closely linked to job commitment or company culture. Some of them are extremely loyal to their companies; the only reason the librarians were less dedicated and dissatisfied with their jobs was lack of progressive development in employment.

Gupta, (2011) investigated high performance companies in relation with the company's culture and its leadership style. Data were gathered from 62 societies participating in the GLOBE program (Global Leadership and Organizational Behavior Effectives), and a cross-culture database was created to show the link between culture components and high-performing firms. A hierarchical linear method was used to examine the impact of several strategies on high performance, and the company's societies, gender diversity, and human-centered culture were all considered.

Bellou, (2010) studied the relationship between organizational culture and job satisfaction regarding gender and age. The findings suggest that good reputation and personal growth opportunities are two cultural factors that influence employee job satisfaction. According to the findings, organizational culture can improve employee job satisfaction by making them feel like they are a part of the company and encouraging them to advance their careers both inside and outside

the company.

RESEARCH METHODOLOGY

The survey research design was adopted for this study. The survey research design was chosen because it is suitable for answering research questions relative to the socio-economic event critical in this study. Also survey research design was adopted because it is appropriate to explain the relationship among the variables of the elements in the conceptual framework. The population of this research work referred to all cadres of employees of the selected subsidiaries of the major global players in Breweries in Lagos, Anambra, and Rivers State, Nigeria and is presented thus in table 1.

Table 1: Proportion Sample Size from Each Firm

S/N	Breweries	Staff
1	Life Breweries Co. Ltd, Onitsha,	78
2	Nigerian Breweries Plc	95
3	Guinness Nigeria Plc	92
4	Pabod Breweries, Port Harcourt	89
5	Voltic Nigeria Limited, Lagos	81
Total		435

Source: Field Report 2020

Through a process of stratified random sampling method, a sample of 208 was derived. 208 thus is deemed appropriate to form the sample size from a population of 435. The sampling elements involve five (5) companies from Anambra, Rivers and Lagos states, and the stratified random sampling (SRS) was employed in the selection of the 208 staff from the 5 companies. The selection of SRS is appropriate for each category because the study involves hypothesis testing using inferential statistics, and SRS provides a means by which the degree of error can be estimated (Agbonifoh, & Yomere 1999), SRS is best used when you have an accurate and easily accessible sampling frame that lists the entire population and better with over a few hundred. The questionnaire consisted of a five (5) point linkert-type question ranging from a 1-Strongly Disagree to 5- Strongly Agree. It is suitable for this study because it is particularly suitable for measuring attitudes towards an object or for obtaining the response evaluation of an object

Statistical Model and Method of Data Analysis

$$OC = F(IC, SC,)$$

$$OC = B_0 + B_1IC + B_2SC + E$$

Where OC= Organizational Commitment (Dependent Variable)

Predictor Variables

Where; IC= Innovative Culture

SC= Supportive Culture

E = Error Term

B₀ = Intercept/ Constant

B₁ – B₂ = Coefficients

The study used the multiple regression analysis for determining the degree of relationship between the variables included in the model. The scientific package for social science (SPSS version 23) software was employed.

DATA ANALYSIS, RESULTS AND DISCUSSION

Out of the 208 copies of questionnaire administered, 201 were returned, 6 were not properly filled, and 195 were useable. Therefore, the analysis in this section is based on the 195 usable copies of the instrument.

Table 2: Frequency Analysis of Innovative Culture and Organizational Commitment

S/N	Statement	Scale				
		SA	A	U	D	SD
1.	Innovation is achieved when creative risk taking is encouraged	5	4	3	2	1
		158	30	7	-	-
2.	Innovative culture involves cultural values and norms..	(81)	(15.4)	(3.6)	-	-
		119	69	3	4	-
3.	Organizations having an innovative culture are at advantage.	(61)	(35.4)	(1.5)	(2.1)	-
		110	56	26	-	3
4.	Outcomes of an innovative culture are quality and diversity.	(56.4)	(28.7)	(13.3)	-	(1.5)
		112	74	9	-	-
		(57.4)	(37.9)	(4.6)	-	-

Source: Analysis of field Survey, 2020

The descriptive statistics showing the pattern of responses, in relationship to innovative culture and organizational commitment questionnaire items are indicated on table 2. A total of 188(96.4%) of the respondents agreed that innovation is achieved when creative risk taking and promptness in taking advantage of opportunities is encouraged, while 7(3.6%) were undecided. Similarly, a total of 188(96.4%) of the respondents agreed that innovative culture involves cultural values and norms which promote innovation and creativity, 3(1.5%) were undecided, while 4(2.1%) of the respondents disagreed to the statement. In reaction to the statement “organizations having an innovative culture are the ones that have competitive advantage” 166(85.1%) of the respondents agreed, 26(13.3%) were undecided while 3(1.5%) disagreed to the statement. 186(95.3%) of the respondents agreed that outcomes of an innovative culture are quality and diversity, while 9(4.6%) of the respondents were undecided.

Table 3: Frequency Analysis of Supportive Culture and Organizational Commitment

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
5.	Supportive culture acts as a motivational instrument	156 (80%)	28 (14.4%)	7 (3.6%)	4 (2.1%)	- -
6.	A supportive culture creates teamwork, people-oriented & good work environments.	115 (59%)	73 (37.4%)	3 (1.5%)	4 (2.1%)	- -
7.	Organizational climate that is based on mutual trust b/w corporate stakeholders	114 (58.5%)	52 (26.7%)	26 (13.3%)	-	3 (1.5)
8.	Quality and service often show in support -orientated organizations.	122 (62.6%)	64 (32.8%)	9 (4.6%)	-	- -

Source: Analysis of field Survey, 2020

The descriptive statistics indicating the pattern of sample response, in relationship to supportive culture and organizational commitment questionnaire items is indicated on table 3. 184(94.4%) of the respondents agreed that supportive culture acts as a motivational instrument which helps the organization to perform smoothly, 7(3.6%) were undecided while 4(2.1%) of the respondents disagreed to the statement. To the statement, a supportive culture

creates teamwork, people-oriented and has trusting work environments which enhance organizational commitment, 190(96.4%) of the respondents agreed, 3(1.5%) were undecided, while 4(2.1%) of the respondents disagreed to the statement. 166(85.2%) of the respondents agreed that organizational climate that is based on mutual trust between the employee and the organization promotes organizational commitment, 26(13.3%) were undecided while 3(1.5%) of the respondents disagreed to the statement. A total of 186(95.4%) of the respondents agreed that quality and service often show in support-orientated organizations which enhances organizational commitment, while 9(4.6%) were undecided.

Table 4: Model Summary for Multiple Regressions

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.949	.948	.3673

a. Predictors: (Constant), supportive culture , innovative culture

Table 4 showed that change in organizational commitment which is brought about by the variables of organizational culture by 95% (.948) as indicated by the adjusted R² value. The independent variables explain 95% of the variability of the dependent variable.

Table 5: Regression Analysis of organizational culture and organizational commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.731	.379		-1.927	.055
	innovative culture	.630	.043	.663	14.573	.000
	supportive culture	.125	.043	.124	2.936	.004

a. Dependent Variable: organizational commitment

Source: Analysis of field Survey, 2020

Table 5 shows the multiple regression analysis result for organizational culture and organizational commitment. The table shows that innovative culture which is the first variable has positive effect on organizational commitment ($\beta = .663$,

$P < 0.01$). Similarly, supportive culture which is the second variable has positive effect on organizational commitment ($\beta = .124$, $P < 0.01$).

$$OC = B_0 + B_1IC + B_2SC + E$$

$$OC = -.731 + (0.630 \times IC) + (0.125 \times SC)$$

More technically, the P-value is defined as the lowest significance level at which a null hypothesis can be rejected (Gujarati and Porter, 2009) P-value = 0.005 (5%).

Hypothesis One

H_{O1} : There is no significant relationship between innovative culture and organizational commitment. The null hypothesis is rejected, while the alternate hypothesis is accepted, because the P value derived in table 5 was less than the crucial level of significance ($0.000 < 0.05$). This shows that there is a substantial relationship between innovative culture and organizational commitment.

Hypothesis Two

H_{O2} : Supportive culture has no significant relationship with organizational commitment. Since the p value in table 5 is less than the critical level of significance ($0.040 < 0.05$), we reject the null hypothesis and accept the alternate hypothesis, implying that supportive culture has a significant relationship with organizational commitment.

Innovative Culture and Organizational Commitment

The results of frequency analysis in table 4, shows that majority of the respondents overwhelmingly responded positively to the various statements on the relationship between innovative culture and organizational commitment. Furthermore, it was also shown that innovative culture has the highest positive effect on organizational commitment ($\beta = .663$, $P < 0.01$). More so, the test of hypothesis shows that there is a significant relationship between innovative culture and organizational commitment as evidenced by the probability value, ($.000 < 0.05$). These findings are consistent with Martin and Terblanche (2003) assertion that innovative culture involves cultural values and norms which promote innovation and creativity.

Supportive Culture and Organizational Commitment

The results of frequency analysis in table 5, shows that majority of the respondents responded positively to the various statements on the relationship between supportive culture and organizational commitment. Also the regression

result shows that supportive culture has positive effect on organizational commitment ($\beta = .124$, $P < 0.01$). More so, the test of hypothesis reveals that supportive culture has a significant relationship with organizational commitment ($.004 < 0.05$). These findings are consistent with Ritchie, (2000) assertion that supportive culture is a motivational instrument which promotes the organization to perform smoothly and ensure success in all its endeavours.

CONCLUSION AND RECOMMENDATIONS

Organizational culture has a positive effect on organizational commitment in Breweries in Nigeria. Change in organizational commitment was brought about by the variables of organizational culture by 95% as indicated by the adjusted R^2 value. Innovation is achieved in organizations when creative risk taking and speed in taking advantage of opportunities is supported by allowing individual assume their space of responsibilities and boldly take initiatives. Highly innovative companies do not see innovation as an end but rather as a means to attaining strategic goals. Just as a good camera is a vital tool that supports the photographer to take professional image, innovation is a relevant tool for visionary firms' intent on attaining their strategic goals.

A supportive culture is one that promotes teamwork, is people-oriented, and fosters a trusting work atmosphere. This is an open, welcoming, equitable, pleasant, trusting, sociable, humanistic, and collaborative culture. The supportive culture is an organizational atmosphere that is built on mutual trust between employees and management. People are valued as human beings rather than robots in such organizations. This culture is based on warmth and even love, and it motivates individuals to come to work every day, not just only because they enjoy their work but also because of the mutual trust and care that exist between them and their coworkers.

An innovative culture is described as entrepreneurially determined, inspirational driven, and risk-taking, with a difficult work environment, creativity, and a focus on results. Innovative cultures are common in companies that value creativity and innovation. Diversity and quality are difficult to duplicate outcomes of a creative culture. Employee creativity and innovativeness appear to be influenced by an organization's creative culture. Unity, loyalty, and certain clear principles of attitude and appropriate behavior are strengthened by innovative culture. Working teams' autonomy, the manager's support for research initiatives, departmental relationships, trust, sincerity, and thoughtfulness, as well as remuneration and reconsideration, are all promoted by innovative culture. It

improves employee confidence and dedication, reduces working stress, and improves employees' ethical behavior.

Workers are less likely to be concerned about potential negative career implications when they work in a supportive work–family culture, thus they are more likely to feel comfortable using family-friendly benefits like flextime.

Employees contributing their personal energy in exchange for benefits is what makes a supportive culture possible. Because it brings individuals together around same vision or goal, this sort of organization is known as an aligned organization. Employees that work in a supportive culture are abler to understand the organization's activities and goals, which increases their performance.

More occupied personnel and fewer turnover are the outcome of effective personnel management methods and policies that demonstrate a commitment to human capital. Thus, supportive culture plan supports in establishing, and assessing proactive workplace practices and policies that aid in attracting and retaining personnel with skills and competences relevant to the company's growth and sustainability in order to create a culture of commitment.

In line with the findings and the conclusion of the study, the following recommendations were made.

- i. Managers should acknowledge that organizational culture is significant in organizational behaviour and performance.
- ii. Managers should not take their organizational culture for granted because a strong pervaded culture creates social ideals that influence individual behavior and generates commitment to the values of the company.
- iii. Firms should understand that innovation is achieved when creative risk taking and promptness in taking advantage of opportunities is encouraged.
- iv. Firms are advised to cherish supportive culture since it acts as a motivational instrument which helps the organization to perform smoothly.

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