

**Human Capital Development and Organizational Productivity of Selected Deposit Money Banks in Rivers State, Nigeria**

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**Abstract**

The study aimed at examining the relationship between workplace climate and employees commitment of tertiary institutions in Rivers State. A random sample of 304 was drawn using Krejcie and Morgan approach which consist of the population of 1526 respondents. Five research questions were formulated and nine null hypotheses tested at 0.05 level of significance. Data collection instrument was the use of structures questionnaire. The statistical tools used for data analysis were simple percentage, mean with standard deviation and Spearman's Rank correlation were used to analyses the demographic data, research questions and hypotheses respectively. It was found that there exist a positive but weak relationship between workplace culture and employee's normative and the relationship is significant among other findings. Based on the findings it was recommended that efforts should be made by the tertiary institutions in Rivers State to improve on their workplace climate.

**Keywords:** workplace-climate, workplace-culture, workplace-structure, employees' commitment, normative commitment and continuance commitment.

**1. Introduction**

The success of every organization depends on the working climate of that organization, which would result to the employees' commitment of such organization. That is why every human resource department in an organization has to make the provision of a favorable workplace climate its top priority. Workplace climate, be it culture, structure, processes, or physical environment of a workplace would motivate employees to be absolutely loyal and extremely involved in the activities of the organization where he/she is working. Favorable workplace climate produce favorable employee behavior; which is reflected in organizational productivity. Unfavorable workplace climate produces unfavorable workplace behavior which can be manifested in organizational ineffectiveness. Workplace climate is the composite atmosphere of a working environment, which comprises workplace culture, structure, processes, and physical environment. Workplace climate concerns the health and wellbeing of employees in a department and plays significant role in creating a safe workplace. It is also referred to as organizational climate, which, according to Ostroff (2003), is defined as the shared perceptions of the meaning attached to the policies, practices, and procedures employees experience and the behaviors they observe for getting rewarded. The workplace climate of an organization is made up of its culture, structure, processes, and physical environment, which are the physical atmosphere, attitude and behavior of members of an organization that is manifested in the output of the organization.

The culture of a workplace or an organization has to do with the belief and vision of that workplace, the methods and procedures it has followed over the past periods to achieve its goals and objectives. McLaughing (2013) sees organizational culture as a system of share assumptions, values, and believe which governs how people behave in organization Workplace structure is concerned with the distributions of authority and responsibility in a workplace. Workplace

process is the series of actions a workplace undertake to achieve its goals and objectives. According to Clifnote (2016), it involves determining which work is needed to accomplish the goal, assigning those tasks to individuals and arranging those individuals in a decision-making framework. The physical environment of a workplace is concerned with its structure, the buildings, offices, machines, factories, sites, workshops, and those parts of the workplace that can be felt and touch. Rodney (2013), posited workplace environment to be tangible, or material objects and conditions that surround a business. Workplace culture, structure, processes, and physical environment are elements that make up workplace climates, and determine employees' commitment in a workplace.

Employee commitment is expressed in the attitudes and behavior of employees in workplace, which manifest in the way employees perform their task, their belief in the organization they work, and their involvement in the activities of the organization. According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Committed employee put extra effort in task performance and shows more interest in the activities of an organization. Committed employees, according to Hunjra (2010) are highly motivated to contribute their time and energy to the pursuit of organizational goals and are increasingly acknowledged to be the primary asset available to an organization. He also explained that they provide the intellectual capital that, for many organizations, has become their most critical asset. Workplace climate is a major factor that determines the commitment of employees in an organization, which would lead to the achievement of organizational goals. A favorable workplace would increase the commitment of an employee, while unfavorable workplace would bring about disloyalty, falseness, inconsistency, and unfaithfulness of employees. That is why this study would investigate the impact of workplace climate on employee commitment of tertiary Institution in Rivers State.

## **2. Statement of the Problem**

Every organization want task accomplishment which would lead to the achievement of organizational goals and objectives, and these task accomplishments can only be achieved through a favorable workplace climate that would encourage employees to be highly committed and be engaged with faith in the activities of the organization. Workplace climate makes a critical link between an organization's leaders and the working environment; it serves as a measure of individual perception or feelings about the organization they are working, which is reflected in the culture, structure, processes and environment of a workplace. A favorable workplace climate that encompasses the followings: innovations, employment security, healthy working environment, good reward system, and leadership support system, would gain its reward through employees commitment, while a workplace with no such qualities loses the commitment of its employee. This study would seek to solve the problem of workplace climate and employee commitment in Tertiary Institution in Rivers State.

## **3. Purpose of the Study**

The study aimed at finding the relationship between workplace climate and employees commitment in tertiary institutions in Rivers State. In specific terms, the objectives are:

- (i) To determine the relationship between workplace culture and employees commitment in tertiary institutions in Rivers state.

- (ii) To determine the relationship between workplace structure and employees commitment in tertiary institutions in Rivers State.

#### **4. Research Questions**

In the course of this investigation, the following research questions are raised to answer the problem under investigation.

- i. How does workplace culture relates to employees' commitment in tertiary institutions in Rivers State?
- ii. To what extent does workplace structure relates to employees' commitment in tertiary institutions in Rivers State?

#### **5. Hypotheses**

In the course of the study, the following tentative statements were raised to correlate relationship between variables that would guide the study:

- Ho<sub>1</sub>: There is no relationship between workplace culture and normative commitment of employees in tertiary institutions in Rivers State
- Ho<sub>2</sub>: There is no relationship between workplace culture and continuance commitment of employees in tertiary institutions in Rivers State
- Ho<sub>3</sub>: There is no relationship between workplace structure and normative commitment of employees in tertiary institutions in Rivers State
- Ho<sub>4</sub>: There is no relationship between workplace structure and continuance commitment of employees in tertiary institutions in Rivers State

#### **6. Conceptual and empirical underpinning**

##### **Workplace Culture**

It is an aspect of workplace climate that is concerned with the behavior of a workplace. It can also said to be the way of life of a workplace. It is the character and personality of a workplace. It is what brings about the uniqueness of a workplace, it can be described as the sum of the values, traditions, beliefs, interactions, behaviors, and attitudes of members of a workplace. According to Kooser (2018), the concept of a workplace culture encompasses many different characteristics of a business and that culture has visible components in the way that a business looks and how employees dress, but it really thrives in the attitudes of employees, in the setting of goals and in the communication of business values to workers and customers. Workplace is made up of individuals from different background with their own individual cultures to embrace the existing culture of the workplace they are employed. Workplace culture deals with the attitude, believes, and thought processes of employees. It is made up of the following components: Vision Statement, values, place, people, celebrations, and symbols.

The vision of a workplace, states clearly the purpose of the workplace, and members of a workplace are to carry out this vision through task accomplishment. Value of workplace gives sets of guidelines towards achieving the purpose of a workplace and sharpens the attitudes of employees towards the visions of that workplace. Place this is the location where the workplace is, the location of a workplace can also shape the way workers behave. People, the workplace are comprised of individuals and their various behaviors form the culture of a workplace.

Celebration in workplace is also a culture of a workplace as every workplace has its pattern of celebration. Symbols, these are signs that are used to communicate in workplace, some signs symbolize danger, while some may symbolize quietness at a particular time in the workplace; the following four basic cultures can exist in a workplace: clan culture, adhocracy culture, market culture, and the hierarchy culture (Tharp, 2009).

### Workplace Structure

This has to do with the arrangement of lines of order in the workplace concerning how work is carried out so that task can be accomplished. It specifies how roles, authority, and power are assigned and how information is communicated in the workplace. Scott (2018) defined workplace structure as the way individual department and managers within an organization collaborate with one another to achieve workplace objectives. With the structure of a workplace, employees know who does what and when it is supposed to be done and whom to report to. Workplace structure outlines how task is carried out, grouped, and coordinated. In arranging for suitable workplace structure that would bring about positive workplace climate the following elements have to be considered: specialization, departmentalization, and chain of command, span of control, centralization, decentralization, and formalization. Work specialization according to Harzell (2018), refers to the degree to which an organization divides individual tasks into separate jobs. It enables workplace leadership to divide tasks into smaller units so that it can easily be accomplished. Departmentalization, is the grouping of work together, the task can be grouped by similarities for easy accomplishment. Chain of command is the line of authority in the workplace. Grimsley (2018) defines it as the hierarchy of authority where those at the top of an organization direct and control the activities of the organizational members below them. It shows the hierarchy of authority in the workplace and also specifies the span of control of a supervisor/manager in the workplace.

Span of control as an element of workplace structure, determines the number of employee controlled by a supervisor. Centralization/decentralization, centralization is a situation whereby decisions for task accomplishment in the workplace are concentrated at a particular point in the organization. While in the case of decentralization, every unit of the workplace is in charge of making its own decisions on how task to be accomplished. Formalization is the standardization of job in the workplace. According to Brookings (2017), it is the element that outlines employee roles within a workplace as defined by rules and guidelines developed by management. Workplace if properly structured can bring about positive workplace climate, but if not properly structured would bring about negative workplace climate which can lead to an organization ineffective and inefficient. Structuring a workplace properly can bring about effective and efficient job accomplishment in the workplace. The size of an organization can determine the structuring of its workplace which according to Scott (2018) can vary from informal to highly complex. Simple structure, this structure allows organizational leaders to have absolute control. This structure allows few persons to be in control. It is normally suitable for small business organizations. Functional workplace structure, it is a workplace structure that is organized around specific job functions. Employees are structured into groups based on the duties they performed. Hierarchical workplace structure, it breaks down each system of the workplace into controllable parts, which enables clear demarcations between higher level and lower level of authority. Divisional workplace structure, this work structure groups an organization together based on different product and customer divisions. Large business organizations with several

different markets make use of this structure. The structure of a workplace determines the unit of analysis on which tasks accomplishment in workplace is carried out, which can be termed as workplace processes.

**Continuance commitment:** This is a kind of employee commitment employees exhibited based on benefits they are benefiting from an organization and cannot be easily gotten from another organization if they leave. These benefits can be in the form of good pay and other fringed benefits. Employees under this mindset of commitment stay in an organization because they need to stay, and not willingly, they can easily leave when they stop enjoying such benefits from their organization.

**Normative commitment:** This is a commitment where an employee is committed to an employer because he feels he owes an obligation to an organization. This committed employee made him feel obligated to an organization, the organization must help the employee in several ways. Normatively committed employee feels that there would be some loopholes in the organization if he leaves, and would not want such lope-hole to exist in the organization. Employee that is normatively committed stays in an organization because he/she feels that he owes the organization that obligation to stay.

### Employees' Normative commitment

It is that strong emotional feelings of commitment an employee has in an organization and in the pursuance of the goals and objectives of that organization. Allen (2014) defined employee loyalty as the emotional commitment employees feel towards their organization and the actions they take to ensure the organization's success. Robinson (2014), described an engaged employee to possess the following qualities: belief in the organization, desire to work to make things better, understanding of business context and the 'bigger picture, willingness to 'go the extra mile, keeping up-to-date with developments in the field, and respectful and helpful to colleagues. This is employees' engagement to the firm based on their feelings of responsibility or requirement. It could be obtained on various bases. For instance, employees feel an ethical responsibility to expend effort on their given task and remain with their organization based on the fact that the organization has invested so much resource in training them. Normative commitment clarifies representative's feeling of commitment towards the association. Workers stay with the association since they believe they should be typically went with large amounts of standardizing responsibility. Socialization and trade have an indispensable job in the improvement of regularizing duty.

As indicated by Wiener (1982), standardizing responsibility creates from regularizing convictions. Along these lines, regularizing convictions are disguised through preentry (familial and social) and post section (hierarchical) socialization forms. The focal point of the connections can be finished up as the convictions and instrumental convictions concerning association related practices results in worker responsibility and instrumental inspiration, separately. Duty and instrumental inspiration, thus, at the same time decide hierarchical related practices and aims. Fishbein and Ajzen (1975) suggested that a person's conduct relies upon the person's assessment concerning the demonstration, his or her goal to play out a capacity, the individual's emotional standard or impression of all the standardizing weights with respect to the conduct. Meyer and Allen (1997) connected this idea to worker duty. The guideline of trade creates through the receipt of remunerations from the association that comprehend moral commitment to respond

with duty (Scholl, 1981). Steers (1997) demonstrates that if the worker observes the association to be progressively steady, a more elevated amount of representative responsibility will result and the immediate exertion to prompt duty can deliver long haul benefits for the association. Meyer and Allen (1997) expressed that a mind boggling procedure of impersonating others 'conduct prompts the regulating responsibility process happens when people take in the desires from their families, their general public and their associations. Following these examinations, the result of the normative commitment process is that workers consolidate a conviction that it is fitting to be completely dedicated to their organization. The strength of normative commitment is influenced by the accepted rules about reciprocal obligation between the organization and its members (Suliman & Lles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development. Meyer and Allen (1991) argues that this moral obligation arises either through the process of socialization within the society or the organization. In either cases it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organization under moral obligation to respond in kindness. Organization is made up of different employee with different levels of engagement to the activities of the organization, which is reflected in their involvement in the activities of the organization and would include task performance. Vazirani (2007), categorized employee loyalty falls into the followings: engaged employees, not engaged employees, and actively disengaged employees.

**Engaged Employee:** These are employees who work with passions and drives that would move their organizations forward. Engaged employees make achieving the goals and objectives of their organization a top priority. They are employees who work extra time to accomplish task, and are very proud of the organization they are working.

**Not Engaged Employee:** These are employees who specifically carry out their work based on the job descriptions. They do not go beyond task accomplishment they only do what they are directed to do by supervisors.

**Actively Disengaged Employees:** These are employees who are not happy with an organization. They feel reluctant in the performance of task and dissuade other employees through all means of discouragement. They are virtually against every activity of the organization where they are working.

The ability of an organization to manage the various categories of workers in the organization boils down to the achievement of high rates of employees' performance in such organization, which lead to the productivity of that organization. Employee loyalty is of great importance to every workplace, as highly engaged employee will consistently deliver beyond expectations. The followings are importance of employee loyalty to a workplace given by Vazirani (2007):

Engaged employees will stay with the organization, be an advocate of the organization and its products and services, and contribute to bottom line business success.

They will normally perform better and are more motivated.



There is a significant link between employee loyalty and profitability.

They form an emotional connection with the organization. This impacts their attitude towards the organization clients, and thereby improves people satisfaction and service levels.

It builds passion, commitment and alignment with the organization's strategies and goals.

Increases employees' trust in the organization.

Creates a sense of loyalty in a competitive environment.

Provides a high-energy working environment.

Boosts business growth.

Makes the employees effective brand ambassadors for the organization.

The total engagement of employees in an organization can be gotten through techniques adopted by leaders of organizations. The employee loyalty is a sense of feeling valued and involved. This involvement could be in decision making, employee being able to voice their ideas, and management listen to them and value their contributions, the opportunities employees have to develop their job, and the rate at which organization would care about the health and well-being of an employee. Employee loyalty is a personal attitude the employee has towards an organization. It is the reaction of an organization that would lead an employee to be extremely involved in the activities of an organization. An employee that is engaged in the activities of an organization indicates that the employee has developed trust in the organization and which has become believe.

### **Employees' Continuance Commitment**

This is the acceptance of an organization's culture and value based on trust by an employee. It is the highest point of an employee's commitment to an organization. At this point of employee's commitment, the employee has had absolute trust in the organizational climate of this organization, which includes: culture, structure, processes, and physical environment because he/she has experience of the activities in the organization. Employee innovativeness in an organization is as a result of the activities of an organization towards an employee which has convinced the employee to have absolute trust in an organization. Employee trust in an organization according to Boe (2002), is specific to an employee and their individual level of trust toward the employer they work with, he went ahead to explain that before an employee fully trust, there must be organizational trust. Organizational trust according to BCWI (2016) is an organization's willingness, based on its culture and communication behaviors in relationships and transactions, to be honest, based on belief that another individual, group, or organization is also competent, open and honest, concerned, reliable, and identified with common goals, norms and values. Employee trust is a key component of interpersonal relationship that has to be a two-way process; employee trusting their organization, and the organization returning back trust to its employee. Trust should be abound in the organization, it can either be between co-workers or

between management and subordinates. With trust to an organization, employees remain loyal and put in their very best especially if the organization is playing its roles to gain this trust. The roles of an organization in maintaining a trustful organization includes the followings:

**Fulfillment of expectations:** When an organization is able to achieve result expected by its employee, the trust and believe of employee becomes strong towards the organization. The organization fulfilling its expectations shows that it is competent and can be recommended by the employee anywhere and anytime.

**Organization should cultivate consistency and integrity in its activity:** The activities of an organization should be consistent so its employees can rely on it. The organization should do that which it said it would do. An organization should make integrity and consistency part of its organizational culture and values.

**Organizations should demonstrate concerned in the welfares of employees:** Management and leaders in the organization should endeavor to assist employee when they need help, example are soft load, in-service training.

## **7. Methodology**

This study is a correlational study as it investigates the relationship between workplace climate and employees commitment tertiary institutions in Rivers State. It also adopts the quantitative methodology in its analysis of the distribution and relationship between the constructs. The population of this study comprises of employees of the tertiary institutions in Rivers State, which includes: Rivers State University, Port Harcourt, Ignatius Ajuru University of Education, Port Harcourt, Kenule Beeson Saro-Wiwa Polytechnic, Bori. A sample size of 304 was determined from a population of 1526 using the Krejcie Mongan approach. The primary data for this research work was collected personally using the structured research questionnaire. These structured questionnaire were administered to the respondents directly by the researcher, in which two days was given to the respondents to respond to the items on the questionnaire after which the researcher would come back for the retrieval of the questionnaire. While the secondary data are the theoretical aspect of it, which was generated mainly from related literature review, and other already existing work that are informative to the study. It was designed into two sections: section A and Section B. Section A was used to generate demographic data, while section B contains items with a modified 5 points Likert scales of strongly agreed (SA), agreed (A), undecided (U), Disagreed (D), and strongly disagreed (SD) to elicit information from respondent on the various dimensions that makes up the studies.

The study embarked on both descriptive and inferential analysis of data; SPSS 11.00 packages were used to perform both the descriptive and inferential statistical analysis in the study. The tests for the hypotheses was carried out using the Pearson's Product moment Correlation Coefficient at a 95% confidence interval implying a 0.05 chance for error and significance level; while in testing the multivariate hypotheses (control variable) the partial correlation technique is adopted. A total of four bivariate hypotheses were tested in the study using the stated correlation inferential statistical tools.



## Data presentation and Analysis

**Research Question 1** How does workplace culture relates to employees’ commitment in tertiary institutions in Rivers State?

Table 1: Spearman correlation between workplace culture and commitment

			Workplace culture	Commitment
Spearman's rho	Workplace culture	Correlation Coefficient	1.000	.111
		Sig. (2-tailed)	.	.052
		N	304	304
	Commitment	Correlation Coefficient	.111	1.000
		Sig. (2-tailed)	.052	.
		N	304	304

Table 1 above shows the correlation between workplace culture and employees’ commitment. A correlation coefficient ( $r_s$ ) of 0.052 implies that there exists an insignificant positive relationship between the two variables. This means that as workplace culture improves, employees’ commitment also improves but at a very insignificant level.

**Research Question 2:** To what extent does workplace structure relates to employees’ commitment in tertiary institutions in Rivers State?

Table 2: Spearman correlation between workplace structure and commitment

			Workplace structure	Commitment
Spearman's rho	Workplace structure	Correlation Coefficient	1.000	.067
		Sig. (2-tailed)	.	.245
		N	304	304
	Commitment	Correlation Coefficient	.067	1.000
		Sig. (2-tailed)	.245	.
		N	304	304

Table 4.7 above shows the correlation between workplace structure and employees' commitment.

A correlation coefficient ( $r_s$ ) of 0.067 implies that there exists an insignificant positive relationship between the two variables. This means that as workplace structure improves, employees' commitment also improves but at a very insignificant level.

### Bivariate Analysis

Ho<sub>1</sub>: There is no significant relationship between workplace culture and normative commitment in tertiary institutions in Rivers State.

Table 3: Spearman correlation between workplace culture and Normative commitment

		Workplace culture	Normative commitment
Spearman's rho	Workplace culture	1.000	.113*
	Correlation Coefficient		
	Sig. (2-tailed)	.	.049
	N	304	304
	Normative commitment	.113*	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.049	.
	N	304	304

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 3 above shows the correlation between workplace culture and normative commitment. A correlation coefficient ( $r_s$ ) of 0.113 implies that there exists a positive and very weak relationship between the two variables. This means that as workplace culture improves, Normative commitment also improves but at a very minimal level. Furthermore, a p-value of 0.049 shows that the relationship between workplace culture and normative commitment is significant at 0.05 alpha level of significance.

Ho<sub>2</sub>: There is no significant relationship between workplace culture and continuance commitment in tertiary institutions in Rivers State.

Table 4: Spearman correlation between workplace culture and continuance commitment

		Workplace culture	Continuance commitment
Spearman's rho	Correlation Coefficient	1.000	.043
	Workplace culture		
	Sig. (2-tailed)	.	.455
	N	304	304
	Continuance commitment		
	Sig. (2-tailed)	.455	.
	N	304	304

Table 4.12 above shows the correlation between workplace culture and employees' continuance commitment. A correlation coefficient ( $r_s$ ) of 0.43 implies that there exists a positive and weak relationship between the two variables. This means that as workplace culture improves, continuance commitment also improves but with minimal level. Furthermore, a p-value of 0.0455 shows that the relationship between workplace culture and continuance commitment is significant at 0.05 alpha level of significance.

$H_{03}$ : There is no significant relationship between workplace structure and normative commitment in tertiary institutions in Rivers State.

Table 5: Spearman correlation between workplace structure and normative commitment

		Workplace structure	Normative commitment
Spearman's rho	Correlation Coefficient	1.000	.085
	Workplace structure		
	Sig. (2-tailed)	.	.139
	N	304	304
	Normative commitment		
	Sig. (2-tailed)	.139	.
	N	304	304

Table 4.13 above shows the correlation between workplace structure and normative commitment. A correlation coefficient ( $r_s$ ) of 0.85 implies that there exists a positive and very strong relationship between the two variables. This means that as workplace structure improves, normative commitment also improves but at a very moderate level. Furthermore, a p-value of

0.139 shows that the relationship between workplace structure and normative commitment is insignificant at 0.05 alpha level of significance.

Ho4: There is no significant relationship between workplace structure and continuance commitment in tertiary institutions in Rivers State.

Table 5: Spearman correlation between workplace structure and continuance commitment

		Workplace structure	Continuance commitment
Spearman's rho	Correlation Coefficient	1.000	-.009
	Workplace structure		
	Sig. (2-tailed)	.	.879
	N	304	304
	Correlation Coefficient	-.009	1.000
	Continuance Commitment		
Sig. (2-tailed)	.879	.	
N	304	304	

Table 5: above shows the correlation between workplace structure and continuance commitment. A correlation coefficient ( $r_s$ ) of -0.09 implies that there exist a negative and very weak relationship between the two variables. This means that as workplace structure increase it directly decreases, continuance commitment also improves but at a very minimal level. Furthermore, a p-value of 0.879 shows that the relationship between workplace structure and continuance commitment is significant at 0.05 alpha level of significance.

### Discussion of Findings

This finding is in agreement with Kooser (2018) study on workplace culture and normative commitment in public institutions in Somalia which defines workplace culture as the combination of employees pattern of behaviour that is exhibited by workers in workplace in an effort to increase normative commitment, He argued that the system theory employed by institutions is based on the assumptions that improves work condition, loyalty and others. Kooser (2018) concluded that increase in employee’s commitment was achieved through enhancing the level of service required which is vital to institutions which practice best organizational culture. The findings also agree with several empirical studies including Tharp (2009) and Azigwe, Maryir, Asunka and Manamzor (2016). While Tharp (2009) found that in Korea, institutions that have good workplace culture at the heart of their agenda consistently increase commitment. Azigwe, Maryir, Asunka and Manamzor (2016) in their study in Ghana sought to identify the best practices and strategies needed to improve workplace culture and normative commitment for businesses. It was discovered that between workplace culture turned happy employees in the company.

commitment. This is as it was observed herein that firms employ the use of social media websites, twitter, and blogs, hence, it promotes workplace communication among workers of different unit in the firms. Again, the findings of this study are also in agreement with the work of Tilokavichai (2012) in investigating the relationship between cultural trait in workplaces and job satisfaction in Thailand. The other objective was to find out whether the relationship between cultural trait in workplaces and job satisfaction was significant. The findings of the third hypothesis of this study were that workplace structure has influence on normative commitment in Public Parastatals. However, the study revealed that workplace structure and employees' commitment has a significant relationship. This finding is align with that of Adeyemo (2013) which revealed that despite the various structure in the organization, commitment is adopted in fostering the growth of connectivity among subordinates. But the study disagreed with that of Angeles and Nath (2001) which suggested that workplace structure does not associate with normative commitment generally. Conclusively, it was drawn from the results of our empirical analysis that:

- i. There exists a positive and very weak relationship between the two variables (workplace culture and normative commitment).

There exists a positive and weak relationship between the two variables (workplace culture and continuance commitment). However, the relationship between workplace culture and continuance commitment significant at 0.05 alpha level of significance.

- ii. There exist a positive and very strong relationship between workplace structure and normative commitment. That the relationship between workplace structure and continuance commitment is statistically significant.

## **8. Recommendations**

In view of the implications emanating from the study results, and conclusions, we therefore make the following recommendations.

- i. Efforts should be made by institutions in River State to improve on their workplace commitment such as processes and physical environment to activate strong commitment.
- ii. The management of tertiary institutions in River State who are still adopting the manual method in doing official duties should adopt the automated methods to enhance continuance commitment.

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