EFFECT OF HIERARCHICAL CULTURE ON EMPLOYEES' COMMITMENT AMONG NON-ACADEMIC STAFF OF UNIVERSITIES IN EKITI STATE

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Abstract
The study explored the effect of hierarchical culture on employee commitment among non-academic staff in four universities in Ekiti State, Nigeria. The research aimed to identify how participatory decision-making, organizational culture, and hierarchical culture influence employee commitment. The gap pointed out that majority of work done is majorly on culture while few or none were on hierarchical culture. A sample of 367 respondents was selected from a population of 4,488 non-academic staff across four (4) Universities using proportionate sampling techniques. The study employed a structured questionnaire as the primary research instrument, which was validated for content and reliability. The research employed descriptive statistics and Ordinary Least Squares (OLS) regression analysis to analyze the data. The findings revealed a positive relationship between hierarchical culture and employee commitment. Specifically, a well-structured and controlled work environment where formal procedures govern operations significantly enhanced job security, predictability, and employee loyalty. The study also indicated that a 1% increase in hierarchical culture could result in a 0.45% improvement in employee commitment. The study recommended that Universities re-evaluate their hierarchical culture to foster better relationships between management and staff. Enhancing mentoring, leadership coordination, and employee involvement in decision-making will improve employee commitment and reduce staff turnover.

Key Words: Hierarchical Culture, Employee Commitment, Organizational Culture, Participatory Decision-Making, Leadership Coordination

Introduction

Some scholars argue that participation is a collaborative dialogue between management and employees, encouraging them to work together in problem-solving and making informed decisions while striving to achieve a common objective (Ejimabo, 2015). According to Nielsen and Miraglia (2017), involvement in the decision-making process is vital because it enables employees across all tiers of an organization to offer valuable perspectives. The research suggests that employees who actively engage in decision-making, set their own objectives, and strive to achieve them play a role in advancing the organization's goals. Based on these factors, this study will explore the relationship between participatory decision-making, the organizational culture, and the commitment of non-academic university staff in Ekiti State, Nigeria.

The influence of a strong culture on performance is contingent on how well it aligns with the organizational environment. A robust and innovative culture can adeptly adapt to a dynamic context, subsequently enhancing employee satisfaction, performance, and reducing the risk of layoffs (Khanifar & Kashani, 2012). As a result, this study aims to investigate the effects of hierarchical culture on employee commitment among non-academic staff in four universities in Ekiti State

Literature Review
Organizational Culture

The significance of organizational culture in effective corporate governance and management is noteworthy (O'Connor & Byrne, 2015). Many business leaders acknowledge the impact of a well-defined organizational culture on corporate performance (Unger, et al., 2014). Prominent entrepreneurs such as Warren Buffet have stressed the importance of organizational culture in achieving organizational success (Childress, 2013). Similarly, Howard Schultz, the founder of Starbucks Coffee Company, has emphasized the pivotal role of corporate culture in Starbucks' accomplishments (Flamholtz & Randle, 2012).

Sources of Organizational Culture

Founders can transmit their personal experiences and cultural values to employees and partners (O'Reilly et al., 2014). For example, Steve Jobs, the founder of Apple Inc., shared his personal experiences and beliefs with employees, contributing to the development of a highly effective organizational culture at Apple Inc. (Kaliannan & Ponnusamy, 2014; Toma & Marinescu, 2013). Apple's organizational culture played a pivotal role in bringing the founder's vision to life. Schein (2010) highlights Apple Inc. as a prime example illustrating how the personal culture and beliefs of the founder significantly impact the organization's culture.

Clan Culture

The environment fosters teamwork, active involvement, consensus-building, and high morale. Leaders in this culture act as mentors, team facilitators, and promoters of employee development. There is a strong commitment to the organization, open communication, and a clear emphasis on enhancing employee skills, all of which contribute to the delivery of exceptional services (Yadav & Rangnekar, 2015). Employees are encouraged to collaborate towards common goals that are tailored to the needs of students and clients. This model cultivates a deep emotional connection to the organization's values and principles (Rasaq, Adaramaja & Kayode, 2016).

Adhocracy Culture

This culture encourages creativity, innovation, experimentation, individual initiative, and taking calculated risks. Leaders actively support independent thinking, autonomy, dynamism, entrepreneurial mindset, and a willingness to embrace change. Employees are motivated by the opportunity to anticipate needs, establish new standards and solutions, and continually improve systems and processes (Yadav & Rangnekar, 2015).

Market Culture

This culture underscores the importance of outcomes, meritocracy, excellence in execution, hard work, and goal attainment. It encourages competition and rivalry, with leaders setting high expectations and fostering a winning spirit among members. The priority in a market culture is achieving market penetration and increasing market share. Success is measured by factors such as profitability, enhanced production capacity, and top-notch performance aimed at meeting customer requirements (Yadav & Rangnekar, 2015).

Hierarchical Culture

In a hierarchical culture, the work environment is highly structured and formal, characterized by bureaucratic processes, order, authority, and a strong emphasis on precision, efficiency, and adherence to established procedures. Rewards are typically based on an individual's loyalty to organizational rules and alignment with influential top management groups. In such a culture, all participants within the organization conform to centralized authority, leaving little room for diversity of thought or action. This culture may hinder a commitment to achieving service excellence (Yadav & Rangnekar, 2015).

Organisational Productivity

Brady (2000) underscored that human capital, among all the resources utilized in production, is the one that undergoes the most rigorous scrutiny. Many of the activities carried out in HR systems are designed to influence employee and organizational productivity. Compensation, evaluation systems, training and development, recruitment, and job characteristics are HR functions aimed at enhancing productivity. Bernardin (2007) highlighted the importance of motivational factors in boosting workforce productivity, especially when striving for a competitive advantage. Productivity may be difficult to measure, but it can be assessed in terms of the effectiveness and efficiency of employees.

Effectiveness, in general, pertains to the degree to which established objectives are accomplished and policies achieve their intended outcomes. It centers on fulfilling the purpose, which is achieving the required or anticipated results. Yesufu (2000) explains that, concerning employees, it measures how well employees' productivity aligns with the organization's established goals and objectives. An employee is considered effective when they can attain desired results in alignment with the organizational goals and objectives.

Efficiency, on the other hand, relates to productivity without waste, specifically, productivity with minimal wastage of energy, time, and cost. It concerns the ability of workers to work productively with minimal resource waste. Efficiency is based on the relationship between inputs and outputs and essentially refers to the extent to which outputs are generated while minimizing production costs (Harris, 2001).

Theoretical Literature

Subjective Expected Utility theory (SEU) was conceived by Savage in 1954. This theory asserts that a rational agent will always aim to maximize their potential rewards by choosing the action that offers the highest expected utility. The theory of subjective expected utility combines two personal elements: first, an individual's utility functions, and second, a personal probability distribution, usually rooted in Bayesian probability theory. In the context of decision theory, subjective expected utility deals with how attractive an economic opportunity appears to a decision-maker when there's an element of risk involved.

Savage (1954) argues that the caliber of human capital within organizations reflects the quality of decisions and choices made, which in turn have an impact on organizational performance. The formulation of Subjective Expected Utility theory (SEU) represented a significant intellectual milestone, offering a formally axiomatic framework for understanding how an agent should act consistently and rationally. It presupposes that top management, the decision-makers, have a utility function that ranks all possible outcomes according to their preferences. Furthermore, it assumes that all available decision-making alternatives are known, and the consequences of each alternative can be determined. Hence, SEU theory implies that effective organizational decision-making by top management should be centered on inspiration rather than commands, on empowering subordinates rather than restricting them, and on enabling individuals to use their initiative and experiences rather than stifling their efforts or limiting their experiences and actions within the organization (Anderson, 2017). By subjectively applying these assigned probabilities, SEU theory has paved the way for aligning personal judgments with objective data. If embraced for effective decision-making within organizations, this approach has the potential to enhance overall performance.

Empirical Literature

In 2020, Zhi, Abba, & Hamid focused on employee engagement in corporate decision-making within Nigerian organizations, emphasizing its impact on workplace performance, productivity, and effective service delivery. Employee participation in decision-making was examined as a motivating factor for achieving high workplace performance. Data was collected from 120 employees in three Nigerian manufacturing companies using a modified Likert scale questionnaire with five response options. The research questions were addressed through statistical analysis, employing methods such as

multiple regression analysis and percentage statistics. The study's results underscore a statistically significant link between employee involvement in decision-making and workplace motivation for high performance. The management is recommended to establish decision circles (Forms, Stages, and Levels), define the scope of employee participation, and encourage employees to engage in participative management to enhance organizational performance.

In 2020, Mohsen & Sharif conducted a study focused on assessing the influence of Participatory Decision Making on Employee Satisfaction within Afghanistan International Bank. The primary aim of their research was to investigate how employee participation in decision-making affects job satisfaction within the Afghanistan International Bank. The study examined various factors, including employee dedication, organizational structure, leader behaviour, academic qualifications, and workplace environment, that could potentially impact employee job satisfaction. Modern managers are increasingly recognizing the importance of empowering employees through collaborative management. The study's participants were employees of Afghanistan International Bank (AIB). Data for the research was collected from both primary and secondary sources, such as articles, previous research, and websites, which were subsequently, analyzed using SPSS 24 software. Regression analysis was employed to assess the relationship between employee involvement in decision-making and job satisfaction and to evaluate the hypotheses. The findings indicated that employee engagement in decision-making has a positive influence on job satisfaction, and employees at the bank generally participate in decision-making. Furthermore, the results suggested that employee dedication, organizational structure, leader behaviour, and the work environment positively impact participation in decision-making. Interestingly, the academic level of employees did not significantly affect their participation in decision-making.

Research Methods
Population of the Study
The study population comprises 4,488 non-academic staff of the four Universities in Ekiti State, the total population of non-academic staff in each institution is shown in Table 1.

Table 1: Population of the Study

Tertiary Institution	No of Non-Academic Staff
ABUAD	474
EKSU	2060
FUOYE	1240
BOUEST	714
Total	**4,488**

Source: Office of the Registrar (2022)

Where: EKSU (Ekiti State University), ABUAD (Afe Babalola University), BOUEST (Bamidele Olumilua University of Education, Science and Technology, Ikere), Federal University, Oye Ekiti (FUOYE).

Sample and Sampling Technique
Determination of Sample Size
The study employed a sample size determination formula based on Yamane (1967), as cited in Israel (2009). This formula is articulated as follows:

The Yamane formula was given as:

$$\frac{N}{1+N(e)}$$

Where: n = sample size, N = the population size, e = level of significance (0.05)
Therefore, the total sample size was computed as:

$$\frac{4488}{12.22} = 367$$

$$\frac{4488}{1 + 4488(0.05)^2}$$

From the above, the sample size of the study is 367 respondents.

Sampling Technique

      A selective sampling approach was utilized to include all four universities situated in Ekiti State, namely Ekiti State University in Ado-Ekiti, Federal University in Oye Ekiti, Bamidele Olumilua University of Science and Technology in Ikere Ekiti, and Afe Babalola University in Ado-Ekiti. The selection of respondents (non-academic staff) from each university was based on a proportionate sampling method. Consequently, 168, 102, 58, and 39 respondents were chosen from the respective universities mentioned earlier.

Table 2: Sample Size

Tertiary Institution	Population	Sample Size Working	Number of expected respondents (sample)
Afe Babalola University, Ado-Ekiti	474	$\frac{?367?\,(474)}{4488}$	39
Ekiti State University, Ado Ekiti	2060	$\frac{?367?(2060)}{4488}$	168
Federal University, Oye Ekiti	1240	$\frac{?367?(1240)}{4488}$	102
Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti	714	$\frac{?367?(714)}{4488}$	58
Total	**4,488**		**367**

Source: Field Work (2023)

      From Table 2, 367 respondents were sampled. From the total respondents 168 non-academic staff were captured to serve the questionnaire at Ekiti State University, Ado Ekiti, 39 for Afe Babalola University, Ado-Ekiti, it is 102 non-academic staff for Federal University Oye-Ekiti, while 58 non-academic staff were served with a questionnaire in Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti.

Research Instrument
        The questionnaire comprised six segments. The first section centered on collecting information related to the respondents' socio-demographic characteristics, including age, educational level, income level, and marital status. Section two contained items relating to employee participation adapted from Oyebamiji (2018), employee engagement scale shall be gotten from Vijayashree & Chandran (2019), and Employee Commitment to work scale from the work of Darko, Adu-Oppong & Aikins (2018).

Validity of the Research Instrument
        The research instrument's validation measurement technique included both the test-retest method and content validity. In order to establish content validity, an expert in the subject matter was provided with the research instrument to evaluate the suitability of each item in relation to the traits being assessed.

Reliability of the Research Instrument
        The research conducted a reliability assessment to gauge the stability and uniformity of the measurement instrument. Reliability pertains to how consistently a measurement tool yields reliable outcomes. In this evaluation, we scrutinized the overall scale's consistency by employing Cronbach's alpha, the most frequently used method for this purpose. The present study adhered to the criteria set forth by Seyed & Mahnoosh (2013), which considers a Cronbach's Alpha value of at least 0.7 as the minimum threshold for acceptability and consistency.
        Table 3, Reliability Statistic depicts the reliability statistic of the research instrument used further shows approximately the reliability statistic for the research instrument is 0.7 alpha (a = 0.7) which is the minimum acceptable Cronbach Alpha value.

Table 3: Reliability Statistic

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of Items
.664	.668	5
.666	.667	4

Source: Field Work, (2023)

Method of Data Collection
        Data was collected at the tertiary institutions in Ekiti, whereby the researcher positioned within the non-academic staff and approached prospective respondents as they shall be seated to take their offices to complete the short-administered questionnaire.

Descriptive Statistics
        The study employed descriptive statistics to illustrate and examine the demographic information of the participants through frequency and percentage tables.

Inferential Statistics
        Ordinary Least Square was used to test hypotheses i. ii, iii and iv. This is intended to achieve the objective of the study. The model below depicting the relationship among the study variables shall be adopted.
        $EC = f(OC)$.....,... 1
        Where: EC   = Employee Commitment
        OC   = Organizational Culture
        $PDM = f(CP, DP. RP. DRP)$ 2
        $EC: \beta_o + \beta_1 HC + \mu$

$$OC=f(HC) \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots 3$$

Where: HC; Hierarchy culture

Results and Discussion
Perception of Respondents on the variable of Hierarchical Culture

Universities all over the world were governed by formal rules and regulations that guided how people related to one another. Therefore, the utilization of the rules and regulations in the hand of the management might make or mar employee commitment. Employee commitment might improve if the university management used the rules to develop, mentor and improve employee skills and talents in order to enhance their productivity in the University. With appropriate utilization of the rules and regulations in the hand of the management to enhance security of employment, conformity, predictability and stability in relationships, employee commitment might be enhanced. This section focused on discussion on respondent perception on the variable of hierarchical culture and how it could be used to improve employee commitment.

Table 4: Mean and Standard Deviation Computed for the Variable of Hierarchical Culture

S/N	Variable	N	Mean	STD	Rank	Remark
1	This organization is a well -regulated and methodical environment where formal procedures typically dictate individuals' actions.	350	4.08	0.98	3rd	Significant on employee commitment
2	In this organization, leadership is typically viewed as a model of coordination, organization, and the efficient management of operations.	350	4.10	0.84	2nd	Significant on employee commitment
3	The management approach within this organization is marked by a focus on job security, adherence to established norms, predictability, and maintaining stable relationships.	350	4.19	0.76	1st	Significant on employee commitment
4	Formal rules and policies act as the cohesive force that binds this organization. Ensuring the smooth operation of the organization is a k ey priority.	350	3.75	1.04	5th	Significant on employee commitment
5	This organisation prioritizes longevity and consistency. The significance of efficiency, control, and seamless operations is emphasized.	350	4.01	0.99	4th	Significant on employee commitment

Source: Field work, (2023)

**Acceptable mean = 3.00 on a 5-point Likert scale ** A test item was significant on employee commitment if the mean calculated > or equal to 3.00 or otherwise **Rank was done on the basis of the STD **STD= Standard Deviation ** Test items with same STD are ranked the same

Table 4, displays the calculated mean and standard deviation for the hierarchical Culture variable. Upon reviewing the table, it was evident that a substantial number of respondents affirmed that this organization operated in a controlled and structured manner, with formal procedures typically governing the actions of its members. This statement was underpinned by the fact that the mean score for the specific survey item was 4.08, surpassing the acceptable mean of 3.00. Additionally, a standard deviation of 0.98 indicated a minor deviation from the mean. The value showed that universities must put down laws and regulations to guide how people behaved or could behave in the institutions. The Universities need to formulate a set of rules that might probity people from fighting, abusing one another and go against the rules of the University. In this same anyone found wanting could be punished. The implication of this was that employees in the University were subjected to the rules and code ethnic for staff. Thus, their behaviours, mannerism to one another and to management must be subjected to the rules. This was necessary in order to have a peaceful atmosphere where rules of law prevailed on all and sundries. In this way, any employee not working and behaving in tandem with the laid down rules might be sanctioned. The test item was found to be significant on employee commitment and ranked in the 3rd position.

Furthermore, it's worth noting that a considerable portion of the survey respondents concurred that leadership within their organizations was commonly seen as a model of effective coordination, organization, and efficient operation. This conclusion was drawn from the statistical analysis, which revealed that the mean score for the specific survey item was 4.10, significantly exceeding the acceptable mean of 3.00. Additionally, a standard deviation of 0.84 indicated a minor variance from the mean. This suggests that the aspiration for leadership in the selected universities to exemplify coordination, organization, and operational efficiency could have a positive impact on employee job commitment. Employees of the University might be able to be committed to the goals and vision of the selected Universities if leadership in the University showed coordinating efforts that encouraged the involvement of all staffs to contribute their quotas towards the growth of University. This enhanced smooth-running efficiency and ensued that all employees in the University moved towards achieving a common goal and target. With this mind, the priority of the leadership of the selected Universities might be achieved through efficiency organizing that was aimed at training human intellect needed to accelerate the achievement of the goal and mission of the University. More so, Universities leadership in this regard must persistently seek to show a good example to the their employees by living in one accord in order to facilitate achievement of a common goal through coordinating efforts, organizing and smooth-running of the Universities that involved staff, management and stakeholders. The test item was found to be significant and ranked in the 2nd position.

Moreover, a sufficient number of survey respondents expressed consensus that the management approach within their organizations or universities was marked by traits such as job security, adherence to established norms, predictability, and stable interpersonal relationships. This conclusion was drawn from the statistical analysis, revealing that the mean score for the specific survey item was 4.19, well above the acceptable mean of 3.00. Additionally, a standard deviation of 0.76 indicated a negligible deviation from the mean. The values indicated that management style in the selected Universities should favour employees' future. The implication of this was management must be committed to the security of the employment given to the staffs through adequate payment of employee's pensions, employee health insurance scheme and employee other emoluments that could grantee a better future for them. In this way, the management of the Universities must eschew the habit of owing employees what was due to them. Employees' salaries, bonus such as over-time bonus, travelling allowance, leave bonus and other emoluments of services must be promptly paid in order to assure the employee that the management was concerned about their welfare, hence; the need for the employee to reciprocal back through adequate job commitment was needed from them. In this way, employee might be able to predict the behaviour of the management, thus, guaranteeing stability in relationship between the management and the employee. The test item was found to be significant on employee commitment and ranked in the 1sy position.

Furthermore, it was observed from the data in Table 4.5 that a significant number of the survey participants concurred that what binds this organization together are the formal rules and policies, emphasizing the importance of maintaining a well-structured operation. This statement was based on the fact that the mean score for the specific survey item was 3.75, exceeding the acceptable mean of 3.00. Additionally, a standard deviation of 1.04 indicated a minor fluctuation from the mean. The values implied that for employee to be committed to the Universities the formal rules and policies must be maintained without discrimination. This showed that any employee that deviated from the laid down rules must be sanctioned accordingly in line with the laid down procedures without discrimination. The essence of this was to ensure that all employees no matter their status were subjected to the same rules and no employee was untouchable. This helped the selected Universities to maintain order in the school environment. Thus, in this regard exempting some employees from the required sanctioned when they went against the rules of the University might not help harmonious relationship that existed in the selected Universities. Therefore, management, employees and students must be subjected to formal rules and regulations of the University without discrimination in order to maintain organize, coordinate and smooth-efficiency schools where code of ethic guide every relationship and interaction of staff with management. The test item was found to be significant and ranked in the 5th position.

Furthermore, a notable percentage of the survey participants agreed that the organization prioritized long-term stability. They considered efficiency, control, and smooth operations to be vital. This conclusion was drawn from the statistical analysis, which revealed that the mean score for the specific survey item was 4.01, well above the acceptable mean of 3.00. Additionally, a standard deviation of 0.99 indicated a minor variation from the mean. Management of Universities in Nigeria, from continuously showed the desired for permanence and stability. This implied that they must persistently encouraged staff commitment through effective leadership style that enhanced mentorship, training of human resources, harness of necessary human and materials resources and concern for staff welfare in order to encourage staff commitment and bring reduce staff turn-over rate. This could only be achieved through efficiency control that resulted in smooth operations. Thus, in this regard the leadership of the selected Universities were expected to fashion out relevant laws and policies that might serve as better leverage for employee efficiency and effectiveness on the job. This if done improved the commitment of the employee better. Thus, in this regard management were expected to provide both human and material resources that might aid smooth operation of the selected Universities and bring about stability. The test item was found to increase employee commitment and ranked in the 4th position.

Perception of Respondent on the variable of Employee Commitment

Employee commitment depended greatly on the kind of leadership style an organization adopted. This was because wrong leadership style might discourage, demobilize and produce employee that could find it difficult to be committed to organization vision and mission. More so, with the right leadership style that put employee welfare in the forefront of organizational policies, employee commitment might be realized. Therefore, this section discussed the perception of respondent with regard to the variable of employee commitment.

Table 5: Mean and Standard Deviation Computed for the Variable of Employee Commitment

S/N	Variable	N	Mean	STD	Rank	Remark
1	I would highly speak of the institution I work for	350	4.08	0.83	4th	Enhanced Employee Commitment
2	I would find immense satisfaction in dedicating the remainder of my professional journey to this company.	350	4.21	0.75	1st	Enhanced Employee commitment
3	This organization deserves my loyalty	350	4.13	0.79	3rd	Enhanced Employee Commitment
4	If I were to contemplate leaving my current organization, it would result in significant disruptions to my life.	350	4.24	0.77	2nd	Enhanced Employee Commitment

Source: Field Work, (2023) **Acceptable mean = 3.00 on a 5-point Likert scale ** A test item enhanced employee commitment if the mean calculated > or equal to 3.00 or otherwise **Rank was done on the basis of the STD **STD= Standard Deviation ** Test items with same STD are ranked the same

Table 5, displayed the mean and standard deviation results for the employee commitment variable. Looking at the table, it became evident that a significant number of survey participants concurred that they would enthusiastically endorse the institutions they were employed by. This conclusion was drawn from the statistical analysis, which revealed that the mean score for the specific survey item was 4.08, well exceeding the acceptable mean of 3.00. Furthermore, a standard deviation of 0.83 indicated a minor variance from the mean. The implication of this was that due to the kind of leadership style implement by the management of these staff Universities, they were in better position to say that their universities had no only taken care of their welfare but it had ensured that rules, policies and procedures enshrined in the University helped the employee to perform their jobs. Thus, their commitment to the University goals and vision were seconded to none. In this regard, universities must realise that employee might only be committed to the University vision if the University was ready to make job and atmosphere conducive for employee to thrive and contribute positively to the University growth. Thus, Universities were expected to provide tools both human and material resources needed for staff to thrive. More so, internal control needed to ensure that relationship between staff to staff and staff and management was not used to cause strife and conflict in the University must be properly enshrined and staff that went against the laid down adequately sanctioned in line with the University extant law. This was the only employee might speak highly of their universities. The test item was ranked in the 4th position and found to enhance employee job commitment.

Furthermore, a substantial number of the respondents expressed their strong willingness to dedicate their entire careers to their respective organizations. This statement was grounded in the statistical analysis, as the mean score for the specific survey item was 4.21, significantly surpassing the acceptable mean of 3.00. Additionally, a standard deviation of 0.75 indicated a minor fluctuation from the mean. This suggests that employees might be more inclined to commit their entire careers to a university if the university prioritizes staff welfare and ensures that rules and policies do not hinder or restrict employees from participating in decision-making. Thus, employee in this situation was prepared to finish his or her career in this kind of organization. Universities must use rules to right the wrong and not to erode employee contribution. The management must not in any way use the University rules to limit, hinder and constraint employee function to only paper and memo distribution. Rules and

regulations of the Universities must be used to encourage, motivate, accelerate and improve employee participation in decision making. More so, clan and hierarchical cultures that existed in the school must be refocused to contribute positively to better and mutual relationship that could influence employees' productivity. Management leadership style enhances employee permanence. This was because with the right leadership that encouraged employee to be at the forefront of decision making, employee might be happy to finish their careers in an organization. Thus, in this way organization must realize that effective leadership style that emphasized mentorship, coordinating and provision of human and materials resources in equal measure improved employee commitment to an organization. The test item was found to be significant and ranked in the 1st position.

Moreover, it was revealed that a sufficient number of respondents believed that their organizations warranted their loyalty. This conclusion was drawn from the statistical analysis, indicating that the mean score for the specific survey statement was 4.13, exceeding the acceptable mean of 3.00. Furthermore, a standard deviation of 0.79 indicated a minor deviation from the mean. Before an employee could say that an organization /university deserved his or her loyalty, the organization must had persistently helped in meeting both financial and emotionally needs of the employee. Financial need stem from the fact that the organization constantly fulfilled its obligation with regard to employee emoluments and other welfare commitment. With regard to emotional needs, it might be showed that mutual relationship existed in the organization, thus, enhancing coordinated efforts on which organization performance was based. This helped to enhance the commitment and loyalty of the employees to the institutions. In this regard, employees were ready to commit their loyalty to an organization that took care of their welfare within the contest of the organization resources. The test item was found to be significant and ranked in the 3rd position.

It was found in Table 5 that a significant number of respondents concurred that if they were to leave the organization at this moment, it would significantly disrupt too much of their life. This conclusion was based on the statistical analysis, with the mean score for the specific survey item measuring 4.24, surpassing the acceptable mean of 3.00. Additionally, a standard deviation of 0.77 indicated a minor deviation from the mean. The values indicated that the desired of the employees to stay with an institution might be as a result of the fact that their leaving might cause serious disruption to their plan and families. This helped to improve the desired of the employees to stay put with an organization in order to contribute meaningfully to policy, process and procedure in the institution. In this regard, organization must realize that employee commitment to stay with the organization might have nothing to do with organization commitment or non-commitment to employee welfare. Hence, as a result of this organization particularly Universities in Ekiti State must not took this for granted. The only way the University must showed this was to take employee welfare and career advancement seriously. This further enhanced the commitment and the desired of employees to stay with a University even for life. Therefore, it behooved the University to persistently melt employees desired for better welfare and career upliftment with the context of the University resources. The test item was found to be significant and ranked in the 2nd position, thus, showing that the variable was a determinant of employee commitment.

Test of Hypothesis

Hierarchical culture does not have influence with employees' commitment among non-academic staff of these universities.

Table 6: Regression Result for the Null Hypothesis Four
Dependent Variable = EC (Employee Commitment)

Variable	Coefficient	Standard Error	T-calculated	P-value
C	7.640655	8.630995	0.885257	0.3240
HC	0.448233	0.031037	14.44180	0.0000
	Pooled	**Test**	**Statistics**	
R-squared	0.374737		Mean dependent var	16.65143
Adjusted R squared	- 0.372940		S.D. dependent var	2.223523
S.E. of regression	1.760743		Akaike info criterion	3.975047
Sum squared resid	1078.876		Schwarz criterion	3.997093
Log likelihood	-693.6333		Hannan-Quinn criter.	3.983822
F-statistic	208.5656		Durbin-Watson stat	1.837875
Prob(F-statistic)	0.000000			

Source: Researchers' Computation, (2023) ** HC= Hierarchical Culture

Table 6 presents the outcomes of the regression analysis conducted for hypothesis four. Upon examining the table's results, it became evident that there exists a positive and statistically significant association between hierarchical culture and the commitment of non-academic staff in universities. This inference is supported by the fact that the regression coefficient for the hierarchical culture variable (HC) was 0.45 and had a notably significant t-statistics value of 14.44. These figures suggest that a 1% increase in the hierarchical culture variable might lead to a 0.45% enhancement in employee commitment. The direction of the hierarchical culture variable aligns with the expected direction, further confirming its role as a determinant of employee commitment due to its statistical significance.

Furthermore, the p-value linked to the t-statistics for the hierarchical culture variable, which was 0.0000, fell below the 5% critical threshold. This indicates that the null hypothesis, which proposed that hierarchical culture has no significant impact on the commitment of non-academic staff, should be rejected. It is reasonable to conclude that hierarchical culture indeed holds significance in influencing employee commitment. Organization must as a matter of urgency showed controlled structure on which employee relationship with management and management relationship with subordinates were based. It must be premised on formal rules on which employee to employee and employer to subordinates interaction and co-existence was defined. This was needed in order to enhance order and oneness in an organization. It was needed to ensure that organization rules and regulations were not easily disregarded by employees. More so, hierarchical culture was needed in order to ensure that proper structure that enhanced coordinating, monitoring, career progression and effective supervision of the subordinates were put in place. Akinlo, Omoyajowo & Folorunsho (2021) opined that hierarchical culture that

defined rules of organizational behaviour must be made to positively influenced mentorship, coordination and encouraged employee career progression in order to enhance employee commitment. Thus, in this way, employee might be devoted and commit their career future to an organization if organization determined to make hierarchical culture to bring about positive and mutual relationship between subordinates and their superior officials. Thus, hierarchical culture must not be an instrument of witch-hunting and maltreatment in the hand of the management. It must be used to rectified immaturity in relationship among subordinates and applied to encourage mutual affinity among subordinates, thus, enhancing employee commitment.

The coefficient of determination computed for the test yielded a value of 0.37. This value suggests that around 37% of employee commitment can be attributed to the positive influence of hierarchical culture. Therefore, hierarchical culture appears to be a significant explanatory variable for employee commitment. Furthermore, the p-value from the F-statistics test, which was calculated to be 0.0000, was less than the 5% critical threshold. This led to the rejection of the joint null hypothesis four, which posited that hierarchical culture had no impact on employee commitment among non-academic staff in the universities. Consequently, it can be inferred that hierarchical culture indeed has a positive influence on employee commitment among non-academic staff at these universities.

The results of the information criterion analysis indicated that hierarchical culture provided more valuable insights into employee commitment within the organization. Additionally, all variations in the test results were within acceptable limits. The Durbin-Watson statistics computed for the variables yielded a value of 1.837875, signifying the absence of autocorrelation between the variables of employee commitment and hierarchical culture. This implies that hierarchical culture and employee commitment are positively correlated.

Conclusion and Recommendations

This study has demonstrated that hierarchical culture and organizational cultures play a vital role in fostering employee commitment. In conclusion, it can be affirmed that consultative participation significantly enhances the commitment of non-academic staff in universities. Additionally, representative participation effectively bolsters employee commitment in the selected universities of Ekiti State. Furthermore, hierarchical culture exerts a significant and positive influence on the commitment of employees in Ekiti State.

Drawing from the study finding, the following suggestions are put forward. Hierarchical culture must be reassessed towards enhancing better and mutual relationship between subordinates and employer and subordinates to subordinates in the selected Universities. This may enhance the desired of the employee to spend his entire work career with a university.

The study had expanded the scope of knowledge by revealing that both clan and hierarchical cultures boosted the commitment of non-academic staff of Universities. In term of methodology adopted for the study, the study had expanded the scope of knowledge in this regard by showing that with the use of robust technique like Ordinary Least Square (OLS) better result might be generated.

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