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IMPERATIVE OF ORGANIZATIONAL PERSONALITY AND ORGANIZATIONAL COMMITMENT IN THE CHEMICAL/PHARMACEUTICAL INDUSTRY IN SOUTH-EAST, NIGERIA

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ABSTRACT

The study looked at the organizational commitment and personality of workers in chemical and pharmaceutical companies. In this study, organizational commitment in the forms of normative, continual, and affective commitment were used to gauge an organization's practical personality traits. Three hypotheses were developed to investigate the association and a research question was posed using the individual employees as the unit of study. According to Krejcie and Morgan's sample size calculation, the study's sample size was one hundred and forty-eight employees, which is the same size as the population of two hundred forty-three. The analysis's findings demonstrated that there is a considerable and advantageous impact on the types of commitment. The study suggests that participation and objectivity in the functioning and management of the organizational personality can increase commitment and make the difference between an organization's success and failure.

KEYWORDS: affective commitment, continuation commitment, Organizational commitment, normative commitment and organizational personality.

INTRODUCTION

Today's workplace is being shaped by a variety of influences in an effort to foster the organizational commitment necessary for success. Every company is searching for the key that will unlock their success and please their staff. Employers need workers that go above and above and give their best effort, and workers need jobs that support them and cater to their requirements without being in the background. Employers require a dedicated and motivated workforce to produce a successful firm, to put it simply. In fact, employees' perceptions, acceptance, and displays of the organizational



personality heavily influence the organization's performance.

Very little is known about how organizational personality affects organizational commitment through the organizational distinctive features like the personalities of human persons, despite the countless explorations into understanding the notion and implications of gaining commitment in the company. This study looks at the firm's organizational practices, values, vision, mission, and commitment in response. Knowing that there is a relationship between organizational characteristics and employee acceptance that can be enhanced or distorted and how it affects performance and productivity levels of organizations, this study was created to address many of the traditional organizational personality problems in the workplace.

The significance of organizational personality has been interpreted in a variety of ways that are appropriate to the United States, India, Spain, England, and other European nations, and that are reflected in the organizations' visions, missions, belief systems, and values. The success of an organization was studied as dealing with a strong outward competitive focus as well as an inward nurturing focus by Peter and Austin (2003), Natoli (2004), who worked on organizational socialization, and King (2010), who worked on the distinctiveness and similarity of a person's personality to that of the organization. These studies have demonstrated the value of organizational personality influence via a variety of channels, but they have not examined the impact on the form of this relationship, the variables that govern it, or its impact on organizational commitment. This study aims to close this gap, particularly in developing economies.

To maximize their personal, professional, and organizational productivity through their commitment, employees need to be encouraged to be more active, independent, and in control of their own work as well as to communicate their own thoughts. Some factors, especially the intrinsic and customized ones, can limit how closely employers can relate to their staff; This study is grounded in the gaps that have been identified, with the goal of bringing Nigerian chemical and pharmaceutical companies enhanced performance through a desired degree of employee commitment. Some of the applicable employer/employee connection theory organizational personality theories have been chosen for this investigation (Peters and Austin, 1986, Natoli, 2004). Over time, restrictions that may have an impact on an employee's commitment have gone beyond the material benefits provided at the employee's place of employment or place of business (Armstrong, 2009). Intangible assets bonded in the relationship between organizations and their employees could be entailed in the personality of the organization, which could appear to be inefficient and ineffective, invariably affecting the relationship climate at work, which can be a closer relationship or a distant relationship, thereby attracting organizational commitment.



The goal of this study is to demonstrate how this relationship may be formed and managed through various visionary combinations of approaches, practices, and tactics with effective management of the current difficulties affecting the outcomes.

REVIEW OF RELEVANT LITERATURE

2.1 Organizational Personality

There are many elements that decide and affect an organization's personality on the type of interaction between the employer and the employee in today's highly competitive and inventive business environment, which justifies increased commitment space between the employer and the employee. This study, among other things, focuses on a current and delicate topic in organizations like manufacturing organizations, where it is challenging to operate with flexibility due to structure and laws.

Organizations and people both have personalities, however because of these distinctions, the personality traits aren't always the same. Personality is made up of a person's natural characteristics, like being left-handed or introverted, and outside effects, like upbringing and experiences; both types of influences, learnt and natural, impact assumptions, beliefs, interests, and conduct (King, 2010). Every company has a particular personality that is similar to how each person has their own vision, mission, values, beliefs, presumptions, experiences, and attitude (King, 2010).

The manifestation of an organization's organizational personality is how it detects, perceives, interprets, rates, evaluates, and responds to environmental business opportunities and risks. Most prosperous organizations, according to Peters and Austin (2003), have both a strong outside competitive drive and an inside nurturing focus. These two crucial organizational components must be balanced or aligned properly to avoid medium- to long-term issues, which might occasionally be insurmountable. The value of investing a significant amount of time and resources to construct and reinforce their inner cores in order to generate a solid, aligned organizational personality is understood by forward-thinking, high performing firms.

Organizations have personalities, just like people do, but because of the fundamental differences between the two, their individual characteristics may not always be the same. People do not have the same reporting structures that an organization does, where employees report to supervisors. Some characteristics, including authoritarianism and compliance, are present in both individuals and groups. Others, such as employee involvement, are specific to organizational structures. Applying what is known about how organizational features affect performance outcomes to the organization can aid in producing the desired outcomes.



Punitiveness is a further characteristic; it refers to the degree to which bosses penalize their workers and is associated with authoritarianism since authoritarians control people by punishing them (Natoli, 2004).

Employers that punish their employees are more likely to be rated as authoritarian and punitive than employees who are controlled by non-punitive management tactics. The degree to which employers influence employees to comply to their norms or standards of behavior is known as employee compliance. Another characteristic of an organization is the ability of the employees to participate in the decision-making process. Employee involvement can range from being relatively minimal, where employees are simply informed about what is going on in the company, to being relatively extensive, where employees sit on the board of directors and have a say in important organizational decisions. In Nigeria, especially the manufacturing sector, where private ownership is more prevalent, this type of scenario is uncommon.

A solid outward-looking strategy and a sound inward-looking strategy can coexist in some firms. The relaxed, corporate atmosphere within these businesses indicates well-developed organizational personalities that have been used to gain market share based on the creativity and innovation of their staff. Long-term internal and external success can be achieved by combining this internal strategy with excellent marketing and business tactics, profit sharing, gradually rising stock values, and other factors (Peters and Austin, 2003).

Senior managers who are charged with enhancing or managing organizational performance must first determine what their organization's personality is and then consider how to change it to foster internal and external effectiveness, efficiency, and accountability. This is how most organizations perform. The likelihood that an organization's employees will feel like they can grow, have opportunities, and feel stable inside it increases if this is the case. The organization's personality will eventually start to show via the value chain, which includes your services and products. Just like people, companies have evolving, adaptable, strategic, and rule-based cultures that act on and react to changing internal and external contexts.

In many businesses and sectors, these tactics have led to decreasing costs and rising profits. However, in the quest for market dominance, there is one important factor that predicts organizational success that is frequently undervalued or disregarded: organizational personality. Some firms have a relaxed, corporate atmosphere that is a symptom of well-developed organizational personalities that have been used to gain market share through employee creativity and innovation. You can achieve long-term internal and external success by combining this internal strategy with excellent marketing and business



tactics, profit sharing, gradually rising stock values, and other factors. Better Performance It is helpful to start by defining each factor along the organizational personality continuum, which consists of eleven components, when an organizational personality needs to be changed. The five "why" questions are posed for each of the items below in order to drill down to the fundamentals. When the organization has a clear understanding of why it is structured the way it is and has unbundled and determined the initial principles and their magnitude, they are ready to start acting. These acts describe the position of an organization in relation to an attribute because they are structured and oriented, have characteristics, and act in opposing directions.

King (2010) lists the elements as risk behavior, the lotus of control, personalization, confidence, assertiveness, competitiveness, consciousness, philosophical strength, arousal, and enthusiasm measuring risk aversion or risk-taking, internally driven or externally driven, emotionalized or pragmatic and impersonal, High strength or low strength, focused or fragmented/fleeting, competitive or cooperative, and self-awareness or lack of awareness. The organization will be able to determine which change management strategy will be most effective once they have evaluated their internal environment utilizing these continuums. No transformation process succeeds without some turbulence, but if the organization wishes to reduce turbulence, they must use a strategic strategy to comprehend the organization's nature.

An organizational personality dimension can help a company improve its general management practices in addition to helping it understand how it compares to other organizations. Since one may be maximizing their organizational personality to get more desirable management performance results, this will allow an organization compare itself to another organization directly when considering the performance of the organizations (Natoli, 2004).

In order to compare the multiple perspectives where management may view the organization differently than the employees, members of the selected organizations were asked to individually characterize the personality of their organizations as part of the study.

The gaps in perceptions should demonstrate how wide or narrow to display a wide or narrow space measure in the chosen organizations. The applicability of this result should help change agents do well to fully comprehend the personality of their organization. Products that are reliable and efficient are symbols of a reputable manufacturer's brand; they are essential to customer satisfaction and have led to substantial growth for the business. Another organization might change their human and technological skills by adapting this concept. Think about the different concepts that organization may have vehemently pursued if the proposals had given it pause. How many of them made the workers flinch? Could the company have changed the concept to fit its culture? Straight How many of them made the workers flinch? Could the company have modified the concept to fit its Straight and Narrow



culture? The discipline of organization development is not an exception; every trade has its toolbox. One strategy or a combination of approaches may be the most efficient way to learn, depending on the personality of a company.

Organizational personality is important in defining how job seekers initially view an organization, which affects whether they are drawn to or turned off by the perception of the organization. Two big ideas were used by Dutton et al. (1994) to explain organizational personality. The first is the notion that, despite members' views of organizations being more frequently associated with the constructs of organizational identity, image is in part determined by what members of the organization believe to be distinctive, central, and enduring qualities of their organization (Schein, 1990; O'Reilly et al., 1991). The second idea is that part of an organization's image is determined by how its members perceive how others view it; this thinking has changed over the past few years. In response to the second school of thinking on an organization's image, Lievens (2006) defines organizational image as the general opinion that individuals have of an organization, which is built on ad hoc networks of information and assumptions. The associations that customers, investors, workers, and job applicants have with an organization's name also contribute to its image. A heuristic for categorizing and remembering information about a certain organization is the picture of that organization. However, there is no one real "image" for any business.

The numerous external groups that have different or similar opinions of the organization contribute significantly to the organization's image. While employees (the dissertation's target population) may have a very different perspective on organizational behavior, including information sharing with the public through media "advertising," and information presented in corporate websites, stakeholders may give more weight to economic data when forming their beliefs about an organization. Organizations place a lot of importance on recruitment campaigns because they give campaigns the chance to highlight particular qualities that will guide the creation of particular images. Based on brand equity theory research, Lievens (2006) identifies two general organizational image components (Aaker, 1997). The first set of attributes are the instrumental ones, which are typically a collection of objective qualities that people relate to any company by. These characteristics could include the organization's facts or history, as well as its rules. According to research, job applicants may be aware of key factors such as an organization's size, location, level of centralization, income, and growth prospects, all of which have an impact on the choosing of a position. 2003 (Lievens and Highhouse). The symbolic characteristics of people, which are trait-related assumptions about, constitute a second component of personality.



2.2 Organizational Commitment

The study of organizational behavior places a lot of emphasis on organizational commitment. This is partly because so many studies have discovered connections between organizational commitment and workplace attitudes and behaviors (Porter et al, 1974, 1976; Koch and Steers, 1978; Angle and Perry 1981). The reasons for studying organizational commitment, according to Batemen and Strasser (1984), are related to employee behaviors and performance effectiveness, attitudinal, affective, and cognitive constructs like job satisfaction, characteristics of the employee's job and role, such as a responsibility, and personal characteristics of the employee, such as age, job tenure.

In the public, business, non-profit sectors and more lately globally, organizational commitment has been studied. Every study attempted to define the term, and contemporary studies continue to investigate organizational commitment using two well-liked methodologies: commitment-related attitudes and commitment-related behaviors. Over the past thirty years, numerous antecedents and effects have been discovered (Hall, 1977; Mowday et al, 1979; Angle and Perry, 1981).

Researchers primarily focus on three attitudes, including job satisfaction, job involvement, and organizational commitment, among others. According to Porter et al. (1974), commitment is "The relative strength of the individual's identification with the organization." This definition is similar to that of engagement, which has to do with a strengthened bond that an employee has for their employer. Similar to this, employee engagement and organizational commitment are two key ideas influencing work performance as well as the recruitment and retention of staff members. But it's crucial to remember that commitment is organization-focused, whereas engagement is job-focused (Wall and Lischeron 1977; Armstrong ,2009).

Most academics define commitment as a link between a person (the employee) and the company, according to Buchanan (1974). (the employer). Three different types of commitment— affective commitment, continuation commitment, and normative commitment—were discovered by Meyer and Allen (1991) and Dunham et al. (1994). Affective commitment is defined as an employee's emotional connection, affiliation, and involvement with their organization and mission (Mowday et al, 1997, Meyer and Allen, 1993). Three additional variables, including "confidence in and acceptance of the organization's goals and values, a readiness to focus effort on helping the organization achieve its goals, and a desire to sustain organizational," are used by Porter et al. (1974) to further define affective commitment.

Affective commitment is defined as "when the employee identifies with a particular organization and its aims in order to sustain membership to aid the goal" by Mowday et al. (1979). Employees continue to remain members voluntarily, according to Meyer and Allen (1997), demonstrating their dedication



to the company. The willingness to stay with a company due to an employee's "non-transferable" investment is referred to as a "continuance commitment." Retirement, bonds with coworkers, and items uniquely associated with the company are a few examples of non-transferable investments (Reichers, 1985). Continuity commitment also takes into account elements like years of employment or advantages that an employee might have that are exclusive to the company (Reichers, 1985). Meyer and Allen (1997) go on to say that it is frequently very difficult for an employee to leave the firm when they share a continuous commitment with their employer.

According to Bolon (1993), normative commitment is the dedication that a person feels they have to the organization or their sense of duty to their place of employment. Weiner describes normative as a "generalized value of loyalty and obligation" in his 1982 essay. Prior to Bolon's formulation, Meyer and Allen (1991) endorsed this kind of commitment by defining normative commitment as "a feeling of obligation." It is asserted that the way we are socialized makes normative commitment inevitable. Other obligations, including those to a spouse, family, religion, etc., can help to explain normative commitment.

According to Meyer et al. (1993), the three categories of commitment are psychological states "that either describe the employee's relationship with the organization or have the consequences to influence whether the employee will continue with the organization." Research generally shows, according to Meyer et al. (1993), that employees with strong affective commitment will remain because they want to, employees with strong continuance commitment will remain because they must, and employees with strong normative commitment will remain because they felt they had to. A devoted employee, however, is one who "remains with an organization, attends work frequently, puts in a full day or more, defends corporate assets, and believes in the organization's mission and values," this employee positively contributes to the organization because of its commitment to the organization.

2.3 Organizational Personality and Organizational Commitment

Employers generally place a high value on organizational personality traits and characteristics due to the multiple organizational performance benefits they have been linked to. Employee commitment and motivation, employee innovation, performance evaluation, organizational learning, and increased performance are just a few examples of organizational outcomes. According to Meyer et al. (1993). In his research, and Groove (1983) outlined a management philosophy based on three straightforward concepts: an output-oriented approach, managerial leverage, and peak individual performance. Groove compared an organization to a machine on a production assembly line when he explained the output-oriented strategy. Organizations must operate like these machines, producing high levels of output; by managerial leverage, he meant that managers must boost the productivity of their teams by prioritizing the activities that will enable management's work to cascade down through the teams and enhance



their output.

Finally, strong motivation is the source of exceptional personal performance. According to Groove (1983),

Sensitivity inspires when it serves as the personality of any organization. According to Austin Nancy (2005), an organization's personality can provide employees a sense of ownership and foster an engaged management style. In recent years, both the importance of work ownership and the enormous difference between those who assume that the average individual will perform at their highest level given the opportunity have been strikingly evident. Regarding the phenomenon that might be described as calling "all people as business people," suggestions have been made. By doing this, everyone becomes an owner and a member of the company. The claim is that team members who "own" their roles within the business and their jobs consistently outperform everyone else in terms of performance, typically by a factor of 1,000 or more, leading to increased productivity.

As they embrace the organization's personality, employees can demonstrate ownership, but employers haven't quite figured out how to best characterize an organization's identity. Miller (2011) asserts that it has remained challenging for corporations to convey their individuality. He shows why the idea of organizational branding depends on the personality concept. Knowing how the company's desire to be perceived and described generally clarifies the topic. But whatever Knowing how the company's desire to be perceived and described generally clarifies the topic. However, regardless of perspective, the employee can become a part of that personality through ownership and involvement in the management process (Miller, 2011). In that situation, ownership can be considered as essential to obtaining greater quality, service, and innovation, all of which are requirements for any firm to increase productivity through the level of commitment that it receives from its workforce. Therefore, it is necessary to confirm how the personality of the business affects how close or distant the relationship is between the employer and the employee using the following hypotheses:

Ho1: In Nigerian chemical and pharmaceutical companies, organizational personality and normative commitment do not significantly correlate.

Ho2: Organizational personality and Continuance commitment in Nigerian Chemicals/Pharmaceuticals enterprises do not significantly correlate.

Ho3: Organizational personality and affective commitment in Nigerian chemical and pharmaceutical enterprises do not significantly correlate.



3.1 Materials and Methods

All chemical and pharmaceutical companies operating in Nigeria's Imo State's southeast form the study's population. In the State, there are currently three such firms that are all up and running. 243 organization permanent staff members were the study's accessible population. The association between organizational personality and organizational commitment has been examined using a cross-sectional survey design and descriptive methodology.

The 243 employees in the chemicals and pharmaceuticals industry were divided into a sample size of 148.

pharmaceuticals sectoral group in Imo State utilizing the Taro Yemen formula with a significance level of 95% and the Krejcie and Morgan (1970) table of sample selection methodology. Although 132 copies of the questionnaire were found, only 126 of them were completed and usable, or 85.1% of the respondents who actually participated in the study. The tool utilized to get the data was a questionnaire. The questionnaire was divided into Section A (demographic information) and Section B (respondents' opinions on the study's factors). The questionnaire was designed on a 5-point Likert scale, with answers ranging from strongly agree to strongly disagree. The Quality Circle scale was created using an adaptation of Crocker's work (1984). 13 items were used to measure the organizational personality trait, using an altered version of the Pfeffer (1996) and Natoli (2004) measures. Allen and Meyer's Organizational Commitment Questionnaire (OCQ), which has six items, was used to measure the criterion variable, organizational commitment. The types of organizational commitment that were measured were normative, ongoing, and emotional commitments.

The variables used in this study were from the literature and had already been pre-tested and validated in other investigations (Allen and Meyer, 1990; Meyer and Allen 1991; Herscovitch and Meyer, 2002; Pittorino 2008). The variables had construct validity as a result. In our study, Cronbach Alpha was employed to assess reliability. Internal dependability in research is frequently tested using the Cronbach alpha statistic. An alpha coefficient of 0.80 is often regarded as a good degree of internal reliability of the instrument, while an alpha level of 0.7 is also thought to be efficient, according to experts (Bryman and Bell 2003; Nunally and Berstein 1994; and Sekaran 2003).

4.1 Findings and Analysis

According to the results of our demographic data, 10.3% of respondents were under the age of 35, followed by 46.8% of respondents between the ages of 35 and 45 and 42.9% of respondents beyond the age of 46. This demonstrates a significant number of workers who were drawn to and employed by Nigerian industrial companies. This demonstrates that a significant portion of employees are aware of the value of having positive working relationships with their employers and the impact that has on



their commitment.

Among the respondents taken into account for this study, there are 46 female respondents and 80 male respondents, or 36.5% and 63.5% respectively. The high ratio of men may reflect the great need for labor in the highly industrialized and demanding manufacturing industry.

In terms of the respondents' educational background, more than 97% are graduates at the managerial level, with 62.7% having graduated and 34.9 possessing postgraduate degrees. It is therefore expected that employees will bring these qualities to the workplace and get along with their employers while carrying out their duties, taking into account the influence of academics with a focus on learning and character.

The selected manufacturing companies' levels of experience indicate that 43.7% are experienced, 53.2% are very experienced, and 3.2% are novice. A high-level anticipation of the beneficial effects of experienced personnel will be promoted with excellent working relationships at the workplace, according to Hickman and Silva (1999), who claim that experience at the workplace has to do with time, trials, and success rate.

According to the frequency distribution of religion, Christianity has a frequency of 108, or approximately 85.7% of all religions, followed by Islam with a frequency of 10, or approximately 10%, and other religions with a frequency of 8, or approximately 6.3%. However, with a very high percentage of a particular religion, it is expected that there will be a high level of religious tolerance among the employee population, fostering a favorable workplace that should result in organizational commitment. The data shows relative religion acceptance behavior among the respondents of the selected manufacturing firms in the South-East region of Nigeria.

Table 4.1: Statistics on twelve items in the Survey Instrument for the Organizational Personality Dimension

		OP1	OP2	OP3	OP4	OP5	OP6	OP7	OP8	OP9	OP10	OP11	OP12
N	Valid	126	126	126	126	126	126	126	126	126	126	126	126
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		4.27	4.03	3.07	3.14	3.51	3.80	3.10	3.87	3.76	2.41	3.66	3.60
Std Dev		.742	.418	.579	1.002	.8463	.607	1.079	.810	.871	1.279	.831	.841

The organizational personality factor has been strengthened as a result of the respondents' position's findings. With a very high mean score of 4.27, the first question item demonstrates the respondents' strong belief that the organization's vision and objectives are consistently transformed into a



philosophy that is understandable to all employees and explains why this is the case. It is clear from this what the very high mean score of 4.03 for the second question item means.

According to these responses, the employees may categorically say anything in a single statement. The third question item also obtained a high mean score, 3.87, indicating that respondents fully understand the organization orientation. Consequently, as evidenced by the respondent position's high mean score of 3.14, the population demonstrates devotion to their shared orientation. The fifth question indicates support for the concretization of the concept for the fourth question item by ensuring that it is clearly stated and accessible to all. The substantial mean score of 3.51 supported this assertion. The sixth and seventh question items, which have high mean scores of 3.80 and 3.10, respectively, are the sixth and seventh question items. This indicates that the members discuss and emphasize the shared goals and objectives. This is further highlighted by the fact that organizational members are dedicated to organizational orientations because they provide a platform for fulfilling their reward expectations.

Additionally, there is sufficient training available to meet the needs of new hires in order to enhance their abilities and ensure peak performance. The respondents revealed this in response to the eighth question item, earning a high mean score of 3.87. In the case of the ninth question item, the high mean score of 3.76 supports the respondent's claim that employees are required to behave in a way that fosters better workplace relationships. The low mean score of 2.41 for our tenth question item confirms respondents' feelings about roving among inferior units. This shows that visiting subordinate units may serve supervisory objectives rather than simply being done for its own sake. High mean scores of 3.66 and 3.60, respectively, are assigned to the 11th and 12th question items.

These comments only imply that because subordinate families are easily absorbed into organizational activities that are family-oriented because they are regarded as integral parts of the family. The replies given here generally reflect how the organization is seen in terms of establishing itself among its personnel.

Table 4.2: Statistics on six items in the Survey Instrument on Normative Commitment

N	Valid	NOC1	NOC2	NOC3	NOC4	NOC5	NOC6
	Missing	126	126	126	126	126	126
Mean		0	0	0	0	0	0
Std Dev		2.16	3.25	3.05	3.94	3.83	3.73
		.599	1.257	1.005	.548	.621	.662

Data on normative commitment are shown in Table 4.2, and the findings suggest that employees are ready to exhibit their allegiance to the company because they believe they must. Despite not being



overly pushy, respondents to the first question item gave their company a mean score of 2.16. The high mean score of 3.25 for the second question item on normative commitment reflects the fact that the respondents also concur that even if learning was advantageous to them, they would not think it right to leave. The third question item's mean result of 3.05 was similarly high, indicating that employees will feel bad if they leave the company. This accentuated the fourth question item's result, which was that employees will feel guilty if they leave the company. a high mean score of 3.94, indicating that the organization has earned their loyalty. The high mean score of 3.83 for the fifth question item reflects the fact that respondents have also demonstrated that, given their level of loyalty to the business, they would not be willing to leave. The high mean score of 3.73 for the sixth question item was also attained. This indicates that respondents expressed a sense of owing their company a great deal. Here, the answer distribution emphasized normative commitment among the workers in the manufacturing sector under investigation.

Table 4.3: Statistics on the six items in the Instrument on Continuance Commitment

N	Valid	COC1	COC2	COC3	COC4	COC5	COC6
	Missing	126	126	126	126	126	126
Mean		0	0	0	0	0	0
Std Dev		3.66	3.24	3.21	2.60	2.76	2.69
		.948	.942	.891	.812	.907	.934

According to the responses, employees would find it difficult to leave the company even if they wanted to, which is why the first question item had a high mean score of 3.66. They are also convinced that leaving will significantly damage their lives. This is demonstrated by the high mean score of 3.24 for the second question item across respondents. Similar to how they view their continued employment with the company as a need, they are unwilling to leave, as evidenced by the mean score of 3.21 for the third question item on continuing commitment.

The opinions of the respondents on the fourth, fifth, and eighth question items were in the middle, with mean scores of 2.60, 2.76, and 2.69, respectively. They consequently believed that even though there might be many other options available, they would not consider leaving their organizations. Additionally, they believed that even though their families may think that alternating is not necessarily scanty, they were obligated to stay and were willing to do so.

Table 4.4: Statistics on the six items in the Instrument for Affective Commitment

		AFC1	AFC2	AFC3	AFC4	AFC5	AFC6
N	Valid	126	126	126	126	126	126
	Missing	0	0	0	0	0	0
Mean		3.66	3.48	2.35	2.40	3.50	2.60
Std Dev		1.11	.837	.762	.811	.953	.997

Based on the question items, affective commitment was explored, and the results were descriptively compelling. The first question item had a high means score of 3.66 because respondents indicated that they would be very glad to work for their organization for the rest of their lives. It implies that they have an emotional connection to carrying out their responsibilities within the firm. The members of the organization appear to view the organizational problem as their own, as evidenced by the second question item's high mean score of 3.48. The third question item's mean score of 2.35 is also indicative of the members' strong sense of belonging to the organization. The response on employees' non-emotional attachment to the company received a low mean score of 2.40, which just suggests that their dedication is emotional. The fifth question's high mean score of 3.50 suggests that the respondents do derive significant significance from their affiliation with their organization. The low level mean score of 2.6 for the sixth question item, which suggests that there is a strong sense of belonging, emphasizes this feeling. This response pattern demonstrates the respondents' level of emotional engagement to the organization and accurately captures their affective dedication to work objectives.

Correlation Outcome on the Relationship between Organizational Personality and Organizational Commitment Measured by Normative, Continuance and Affective Commitment is presented below;

Table 4.5: Correlation outcome between organizational personality and forms of commitments

	H ₀₁₀	H ₀₁₁	H ₀₁₂
	OP(NOC)	OP (COC)	OP(AFC)
N	126	126	126
Sig (2-tailed)	.000	.000	.000
rho	.728**	.704**	.734**

* Correlation is significant @ 0.01 (2 tailed)

The inferential analysis's findings, which are presented in table 4.20 above, are highly positive. They make a solid case for how organizational personality and employee commitment as indicated by normative, ongoing, and emotional commitments relate. According to the findings, organizational

personality and normative commitment have a strong and significant link ($r = .728 @ P 0.01$) The association between organizational personality and persistence commitment is similarly strong and significant, as shown by the value of $r = .704 @ P 0.01$. Similar to how affective commitment is highly and significantly connected with organizational personality, $r = 0.734 @ P 0.01$ demonstrates this. The findings imply that Ho1, Ho2, and Ho3's null hypotheses are not true.

**Table 4.6: Coefficients Analysis Result
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.531	.664		6.827	.000
Work Nature	.266	.092	.244	2.888	.005
Organisational Communication	.425	.133	.270	3.189	.002
Supervision	.210	.096	.193	2.190	.030
Organisational Personality	.420	.090	.381	4.653	.000

a. Dependent Variable: Affective Commitment

The relationship between workplace relationship climate and affective commitment is implied by the regression outcome with $R = 0.486, (P 0.001)$, and this is further strengthened by the R^2 value of 0.236, which indicates that a pitiful 23% of the criterion variable is explained by the predictor variable. This only implies that there are a number of additional factors outside our model that contribute to the level of affective commitment of employees to organizational objectives in the manufacturing sector's chemicals/pharmaceuticals enterprises.

Overview of the Relationship Between WRC AND OC's Analytical Findings: The data generated was presented and examined in the section that came before. The results of the bivariate analysis, which basically addressed all of the hypothesised claims, are summarized in this section. This would allow us to categorically describe the type of association between the variables under investigation.

Organizational commitment and organizational personality evaluated using NOC, COC, and AFC.

Ho1: In Nigerian chemical and pharmaceutical companies, organizational personality has a strong and significant relationship with normative commitment.

The statistical findings support the hypothesis that organizational personality and normative



commitment are related. Employees' sense of obligation to the organization's goals is noticeably influenced by its members' familiarity with its well-expressed values and reason for existing. This indicates that a thorough awareness of how the personnel view the organization attracted dedication.

Ho2: Organizational personality and continued commitment are significantly correlated in Nigerian chemical and pharmaceutical firms.

The findings indicated that a thorough understanding of the organization's principles and goals is crucial for employees to be able to calculate the cost of staying with their company. To put it another way, one of the things that affects an employee's mobility is how they view the organization's beliefs, vision, goals, and objectives because this will help them understand the price of being loyal to their company in comparison to other options.

Ho3: Organizational personality and affective commitment in Nigerian chemical and pharmaceutical firms have a strong, favorable, and substantial link.

The statistical findings highlighted the fact that employees will support a company's aims and stick around if they are clearly communicated to them and receive orientation that helps them understand who they are. Naturally, the concepts that come from the vision create the environment that attracts any level of devotion. Additionally, it demonstrates how the sector's employees feel like they are a part of a single family, forging strong bonds across all levels and job functions.

5.1 Discussion

The results of the study have vividly demonstrated how much organizational personality fosters employee commitment. According to Mucci (2008), conscientious requirements that come from personality are the reason why dedication to organizational goals is necessary. It demonstrates the employee's dependability, organization, punctuality, and focus on results. Because it reinforces a behavior that both specific people and organizations are recognized for, his reliance on personality as a source of conscientiousness is understandable.

Personality, according to Kinicki (2008), is a collection of traits that determine an organization's identity. According to the findings of our study, the organizational personality in the manufacturing sector is dominating and easy for employees to comprehend. Intriguingly, organizational members largely embrace the traits that describe the organizations' vision, norms, structures, philosophies, and management-employee behaviors. According to Colquitt's (2009) argument, it helps the employee's psychological development and prepares them for embracing change. He continued by saying that the organization's personality traits are crucial to its competitiveness.



According to these perspectives, the organizational personality is a functional component that employees require to demonstrate devotion to work goals, as demonstrated by the study. The inferential findings clearly demonstrate the strength of the association between the predictor and criterion variables. Although there is a conceptual difference, the relationship between organizational personality and competitiveness in Henricks' (2005) work was indirect, but it is proved to exist in this study. Our study's findings largely confirm current research that has offered evidence to justify organizational personality relationship commitment in its entirety.

A statement of shared goals for all team members has been deemed crucial. Employees will feel more responsible in this approach and will do anything conceivable to help the company achieve its objectives. If the notion of shared and unambiguous aims is anything to go by, workers in the industrial sector have shown a high level of care for such extraordinary clarity that paves the way for desired outcomes. The organizational reciprocal action in terms of benefits/rewards strengthens this even further. The focused culture of reward helps to foster the excitement for work that we saw in the study. The goal for employees is a steadfast and loving dedication. They calculate the consequences of quitting their existing organization and view their valued contribution as highly priced, therefore there is agreement to continue.

According to the study's findings, the manufacturing industry is moving in the direction of improving relationship management (Olotu, 2007) in order to gain employees' commitment. They work to advance the tradition of tight family ties. Through personal interviews with a few of the responders, we learned that the company holds annual rituals that regularly bring families together through intentional cross-interactive activities and the sharing of common difficulties. This aims to build the emotional connection that Olotu, 2007, had so forcefully underlined. Employees treasure the relationship created by this organizational approach because it reflects their personalities and it makes them feel emotionally obligated to stick with the company. According to our preliminary research, organizations must adopt practices that best reflect their culture of doing things well in order to motivate workers to work toward their intended personal and professional objectives.

5.2 Conclusions

The theoretical discussion on workplace structures and interpersonal relationships, particularly in the domain of the manager-subordinate relationship, has undoubtedly benefited from some new perspectives developed by this study. Additionally, it has expanded our knowledge of the intricate argument that underpinned commitment theories. The study made a significant contribution to strengthening the theory-building process in relation to behavioral dynamics that are comparable to fostering a work environment that fosters relationships and serves as a platform for recruiting



commitment. The study's findings have provided evidence in favor of the idea that organizational commitment and workplace relationships are related (Peters, 1986).

In conclusion, our research supports the idea that corporate philosophy raises the level of employee commitment on either an emotional, persistent, or normative basis. Work philosophy was stressed by Gensen (2007) as the main factor in the psychological traits that employees transcendently display, which add up to his entire contribution to the workplace. This only means that an employee's internal understanding of the workplace culture (philosophy) would undoubtedly influence his behavioral roles in relation to workplace objectives. In this study, we discovered that workers in the manufacturing sector had a high regard for philosophies that made the organization's vision and aims apparent and may have even created an orientation that made them feel like a part of the manufacturing family.

Fig. 5.1, which serves as the study's main focus, illustrates the aforementioned theoretical consequences. It is clear from the study's findings that organizational personality has an impact on employee behavior, which in turn leads to higher levels of affective and normative commitment and maybe lower levels of continuation.

The theoretical and practical implications of our investigation are the best part of our argument. We have posed issues based on the dimensions of the predictor variables and the contextual elements in order to perform this study. These questions, which came out of the study's goals, served as a core blueprint for creating the instrument we utilized to gather data. Some of the obvious inferences from the data analysis are:

5.2.1 The encouragement of manager-subordinate ease in relationships, as well as the removal of fears and worries about auto-erratic relationships, are characteristics of organizations with efficient and effective organizational personalities. These organizations are likely to attract a situation where employees not only appear to be required to carry out their responsibilities but also express emotional attachment to work goals.

5.2.2 Organizations maintain an effective communication culture that makes the organization and also enhances quality cross-functional and level relationships through an organic work culture as they seek to attract employees affecting normative commitment. In this approach, the cost of staying employed will be greater for employees than the cost of leaving.

5.2.3 Companies in the chemicals and pharmaceutical industries adopt deliberate measures to highlighting their aims, principles, and workplace culture. Employees view this as crucial since it gives them the psychological edge they need to be emotionally invested in the company. In all measurements, there is a strong correlation between organizational personality expression and



commitment.

5.3 Recommendations

From the findings of the phenomena investigated, we recommend as follows:

1. It is important for businesses to maintain a positive and natural work environment. A work environment that encourages open communication between coworkers and superiors while also allowing for cross-interactional processes will foster a creative and inventive staff. Overall, it opens the door for successful devotion to job obligations.
2. Promoting and highlighting organizational philosophies while maintaining a feeling of coherence is highly encouraged. This aids in fostering the desired work atmosphere among employees who don't typically see the prominence of their brand among rivals while also demonstrating a distinct vision and objective of the business.
3. Employees should be made to understand that quitting the company will cost them a terrible amount of money compared to staying. This was accomplished through a culture of rewards that encourages diligent workers in both short- and long-term scenarios.

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