The Effect of Organizational Culture on Organizational Commitment in the Nigerian Breweries Industry

Tejere Efe
Department of Business Administration and Marketing, Faculty of Management Sciences, Delta State University, Abraka, Nigeria
Corresponding author email: efebennt@gmail.com

Abstract---Organizational systems always find ways of controlling behavior to create a balance in the system, even when that balance may be less than optimal for the organization's success. To develop a firm that has the competitive advantage of value-based, managers need to give attention to its organizational culture. The major objective of the study is to examine the effect of organizational culture on organizational commitment in the Nigerian Brewery Industry. The study made use of a sample size of 208 employees of the selected subsidiaries of the major global players in the Nigerian Brewery Industry. Data was collected from Life Breweries Co. Ltd, Onitsha, Nigerian Breweries Plc, Guinness Nigeria Plc, Pabod Breweries, Port Harcourt, and Voltic Nigeria Limited, Lagos. A cross-sectional survey research design method was used for this study. Data were analyzed using descriptive statistics and multiple regression analysis. The findings showed that highly innovative organizations do not see innovation as an end but rather as an avenue to attain strategic goals. The study concluded that bureaucratic culture can give a shape to organizational processes which help to create and modify performance.
Keywords---breweries industry, bureaucratic culture, company, organizational commitment, organizational culture

Introduction

Organizational systems always find ways of managing behavior to create a balance in the system, even when that balance may be less than optimal for the organization's success. Managers must focus on organizational culture to establish a company with a value-based competitive advantage because organizational culture is a collection of beliefs, values, and attitudes shared by all members of the business Darmawan (2013), while Uha (2013), asserted that organizational culture is the value that guides human resources in fulfilling their responsibilities and behaving appropriately in the workplace. Gamage (2006), opined that any manager who needs to enhance the organizational effectiveness of his or her firm should be able to diagnose the organizational culture (Appelbaum & Reichart, 1997; Awadh & Alyahya, 2013).

The idea of organizational culture itself connotes strong and shared values that are not easily changed. This can be described, interpretation of levels of culture. He contends that every culture can be explained at different levels where the term level "has to do with the extent to which a cultural occurrence is seen to the observer" On the first level there are artifacts that consist of all the occurrences that can be seen, felt or heard when an employee enters an unfamiliar culture. Strewart (2010), asserted that an organization's values and norms have a high effect on those who are committed to the organization. According to him, norms are difficult to see, but if firms want to boost worker productivity, norms must be regarded first. Organizational culture is the process through which tasks are carried out in the organization-working environment with the ideal way the organization culture wants to be (Claver et al., 1999; Deshpandé & Farley, 1999).

Breweries are a subsector of the Nigerian food and beverage industry. Breweries' main activities include the manufacturing, packaging, and marketing of alcoholic and malt drinks. Despite the dominance of the two main corporations, the sector has transformed from a duopoly to one characterized by severe competition. The company has also evolved from a purely bottling operation to one that incorporates canned beverage production and the use of tetra packs. In organizational contexts, organizational culture is a vibrant network of widely held attitudes, values,

and actions. Typically similar firms or industries across certain dimensions can be significantly compared. Opined that values are positioned at the very center of the organizational culture. Even though culture is subject to changes in time due to sure advances in the economic climate, technology base and political, etc. Schwartz (1992), argues that values are generally stable over time. Values are influenced by the type of significant goals that exist in the organization, according to this viewpoint. Values are integrated to build the backbone of culture since they decide whether or not an activity is right or wrong (Fleming & Asplund, 2007; Lok et al., 2007).

All organizations, everywhere, function within a particular culture, and it is becoming more widely known in modern deliberations of organizational performance that managers and other organizational practitioners have to build up an understanding of their cultural settings if their Firms are to perform effectively. Manstead et al. (1995), opined that attitudes are freer and not transferred from different people within the same firm. Attitudes are recognized to be a result of organizational culture. Companies pursuing internal stability for example large government bureaucracies are expected to seek how to infuse respect and rule as proper behaviors in their workers to ease functioning on complex tasks. Hence the study is aimed at examining organizational culture and its effect on organizational commitment in the Nigerian Brewery industry. The variables of organizational culture addressed were innovative culture and supportive culture that could have effects on organizational commitment (Lund, 2003; Olannye, 2006).

The Problem

Managers continue to be bedeviled by a large number of management challenges that have their roots in the culture of a society and those that impede improvement to attaining high performance. Even though empirical studies on organizational culture and employee commitment have been undertaken, there has not been enough evidence to support the effects of organizational culture on organizational commitment. In work environment research, organizational commitment has gotten a lot of attention. It's been quantified in a variety of ways, yet it's still a difficult concept to grasp. There is certainly an increasing body of literature regarding questions of cultural impact on organizational behavior and performance but that much of it is of poor quality comprising of anecdotes, prescriptions based on Western fantasies, and experience. As a result, there is a scarcity of studies devoted only to the impact of culture on organizational performance. Also, little is known about the organizational culture's characteristics and originality, as well as its impact on organizational commitment (Strachan & Burgess, 1998; Thompson & Prottas, 2006).

Looking at the cultural profile of most Breweries in Nigeria, you will see a number of a lot of signs of the organization's decline, and that is associated with the behavior of the top management team. Companies now face major challenges in preventing the loss of workers to their competitors, as well as changing technology in manufacturing processes. As a result of these issues, the need to adapt the organization's culture to be more accepting of modern technology while also discovering inventive ways to retain personnel has arisen. People work for a variety of reasons, including monetary gain. Most workers want to be proud of their firm, to have a quality relationship with other workers and managers, and to believe they have worthwhile jobs. Many factors may influence both individuals and groups in enterprises, but not all are taken into account while attempting to comprehend employee behavior. The culture of the companies with which people are affiliated is one of the factors that goes overlooked the most (Olajire, 2020; Jespersen & Jakobsen, 1996).

Research Objectives

- Examine the impact of innovative culture on organizational commitment.
- Ascertain the effect of supportive culture on organizational commitment.

Research Hypotheses

- HO$_1$: There is no significant relationship between innovative culture and organizational commitment.
- HO$_2$: There is no significant relationship between supportive cultures has no significant relationship with organizational commitment.

Literature Review
Organizational culture

Organizational culture represents an ideology of the firm as well as the forms of its expression. The ideology of the organization includes beliefs, norms, and values. It is manifested via language, narration, symbols, and other activities (Triece & Beyer, 1993). Organizational culture can therefore be used as an avenue of enhancing productivity (Denison & Mishra, 1995). The concept of culture and effectiveness is of major relevance in organizational studies Denison & Mishra (1995); Bavec (2007), but progress in the development of theory and research has been slowed by an alarming set of research problems. It has been extensively known that organizational culture is relevant in organizational behavior and performance in any system (Trice & Beyer, 1993; Deal & Kennedy, 2000; Peters & Waterman, 1984; Schein, 2004).

A system that consists of a collection of important factors that influence the company's values (a system of shared meaning held by workers that differentiate the firm from other firms, this system of shared meaning is, on closer examination, a set of major attributes that the firm values). For workers trying to make sense of their surroundings Weick (2001), organizational culture provides a meaning system (Parker, 2000; Hofstede, 2001). As a result, organizational culture serves as a conduit for the organization's effect on the identity and conduct of its employees Parker (2000), individuals are socialized into distinct norms and patterns of conduct Ravasi & Schultz (2006), as well as through giving socially shared views that generate regularity in the workplace (Marinova, 2005).

Innovative culture

Innovative culture, in terms of many experts, researchers, academicians, nongovernmental organizations, is one of the hot issues in administrative science (Adem & Aksay, 2011). The studies of Uzkurt & Sen (2012), view innovative culture as the type of culture that has the orientation, creativity, and dynamism properties. In addition, Jassawalla & Sashittal (2002), take the social side into deliberation and emphasize the value system and collective consciousness that impact the behavior of workers in the organization. Martin & Terblanche (2003), asserted that innovative culture has to do with cultural values and norms which support creativity and innovation (Dombrowaki et al., 2007).

Therefore, in most cases innovating organizational culture is crucial. In this process managers, play the most relevant role (Kralj & Markič, 2008; Martins & Terblanche, 2003; Tidd, 2001; Ahmed, 1998; Silvestro et al., 1992). To save organizational culture, Mulej et al. (2004), suggest directing attention to the ethics of interdependence as an indication of an actual interdependence and as a base which makes it promising for the culture of cooperation and mutual knowledge transfer to achieve recognition, to expand common knowledge so that workers perform and innovate their jobs.

Therefore, the core value of stability culture is general organizational stability. Creative acquisition, organization, and management of new human resources are a typology of innovation in organizations. Innovation is also influenced by performance orientation culture. It emphasizes great performance anticipation, job enthusiasm, results in orientation, and high organization Sarros et al. (2005), similar to outcome-oriented culture in Web book, that instills performance consciousness in workers. An innovative culture has a creative, result-oriented, demanding work environment and is portrayed as being entrepreneurial determined, inspiring, driven, and risk-taking. Democratic communication, free space, inventive vision, mission, incentive system, specific restrictions, flexibility, and leadership in an organization are all key components of organizational culture (Zogla et al., 2015; Pant et al., 1996).

It is not wrong to say that today one of the most vital components to attain sustainable competitive advantage for firms is unquestionably having an innovative culture. Companies having an innovative culture are the ones that have a competitive advantage. Organizations that prioritize creativity and innovation usually have innovative cultures. Results of an innovative culture are diversity and quality, which is tough to emulate Based on the before mentioned information, innovative culture is seen as a subculture of organizational culture (Koberg & Chusmir, 1987; Begley, 1995).

Supportive culture

Organizational culture adapts overtime to survive with the changes and meet the changeable demands of the firm in its pursuit of achieving a competitive advantage in all its activities. A supportive culture is seen as a motivating tool that helps the organization perform well and achieve success in all of its endeavors (Ritchie, 2000). A supportive

culture exhibits teamwork and is people-oriented, encouraging, and has a trusting work environment. This culture is open pleasant, safe, equitable, trusting, sociable, humanistic, and collaborative (Ritter, 1999; Meyer & Allen, 1991).

The concept of perceived organizational support has been employed in a variety of organizational contexts, including change, as Naumann et al. (1998), demonstrated. It may refer to how employees perceive the support of certain supervisors Masterson et al. (2000), but it is most commonly associated with impressions of company culture and systems, notably when they face issues. Support can be a practical trait, but it also encompasses the idea that emotions must be recognized and addressed with compassion. Firms that are supportive of their employees offer assistance programs Alker & McHugh (2000), and outplacement programs, such as career counseling and psychological orientation programs Rudisill & Edwards (2002), which help with structuring curricula vitae, techniques of job search and interviewing skills.

The support culture is viewed as an organizational climate that is centered on mutual trust between the individual and the organization (Dwirantwi, 2012). In such organizations, people are valued as human beings and are not just machines. This culture centers on warmth and even love and it makes people want to come to work in the morning, not only because they like their work but also because they care for their colleagues (Dwirantwi, 2012). Quality and service frequently appear in support-orientated organizations, since successful methods to quality enhancement are usually centered on small work teams. People contribute towards the organization out of a sense of commitment. Employees feel a sense of belonging and that they have a personal stake in the firm.

Thompson et al. (1999), stated that a work-/family culture is the shared beliefs, assumptions, and values concerning the degree to which a firm supports and values the integration of employees' work and family life. A supportive work-family culture improves the possibility that workers will feel at ease using family-friendly benefits like flextime, as they are less expected to be anxious about possible negative career outcomes (Allen, 2001). Thompson et al. (1999), distinguished three components in the work-family culture: organizational time demands, managerial support, and career consequences, developed another two dimensions: gender-related perception and co-worker support.

Organizational commitment

If the organizational culture's principles have held company and are governed by the majority of the firm's employees, it signifies that the employees have reached a solid consensus on what the organization is supposed to be. This form of purpose agreement will strengthen corporate loyalty, cohesion, and commitment, reducing the likelihood of personnel departing (Robbins et al., 2007). From the illustration that was obtained, organizational culture is related to the organization's commitment as shown, that, culturally valuable to the firm or workers, enhancing culture and organizational commitment and consistency of workers behavior. Organizational commitment is a worker's psychological attachment to the firm. The worker feels a sense of belonging and recognition with the firm. This adds to their desire to realize the goals of the firm and their drive to remain with the firm (Raju & Srivastava, 1994).

Darmawan (2013), claims that culture strengthens an organization's commitment and improves the consistency of behavior. The relationship between organizational culture and organizational commitment has been widely investigated by previous scholars. Corporate culture, according to Tobing et al. (2008), has a direct impact on organizational commitment. Similarly, Shahzad et al. (2012), discovered that organizational culture has a significant impact on organizational commitment, whereas Abbas & Somaye (2012), discovered that while innovative organizational culture has a positive relationship with organizational commitment, bureaucratic organizational culture does not (Rashid et al., 2003).

Employee commitment pertains to an employee's desire to stay with the firm and maintain their membership, as well as their willingness to work hard to achieve high organizational goals. If the trend can be seen in a worker's attitudes and behaviors, it can be said that they have organizational commitment. Staff's desire to stay with the company and their willingness to do business to achieve high organizational goals are referred to as organizational commitment (Darmawan, 2013). Organizational commitment is described as:

- A strong desire to join a group.
- A willingness to put in a lot of labor for the firm.
- A distinct belief and acceptance of the firm's goals and values (Luthans, 1992).

Organizational commitment is a measure of a worker's ability to identify with the firm's values and goals and be engaged in them. It can also be a better component for workers who want to stay at work or want to quit (Mc Neese-Smith, 1996). Dedication to the company also reveals how close workers are to the company and, at the same time,

demonstrates the degree of workers' commitment and loyalty to the firm. How much work is assigned to employees by their expectations has a big impact on commitment and loyalty (Babakus et al., 1996). Silverthorne (2004), concluded that organizational culture and commitment have a strong correlation but firms with negative organizational culture encounter a lack of workers' commitment. Continuance commitment makes sure that workers will not quit the firm and will not react to dissatisfaction and make sure that they remain with the firm (Appelbaum, et al. 2004).

Increased organizational commitment is a very vital thing for the drive and the quality of public sector workers who work for the public service requires a good level of commitment if committed by a worker-owned both the public service is also good and vice versa, while the public services have been affected by culture. Organization commitment can be divided into three parts due to its attributes Cheng & Kalleberg, (1996):

- Willingness to assume business interests that benefit the firm.
- Strong desire to uphold membership in the firm.
- Strong belief in the company's goals and ideals, as well as acceptance of them.

Conceptual model

The adopted indicators of the organizational culture here are; innovative culture and supportive culture. From the review of extant literature, we presumed that the variables would make for easy measurement of organizational culture. Hence the conceptual framework in figure 1 was used to explain the relationship between these elements of organizational culture and organizational commitment.
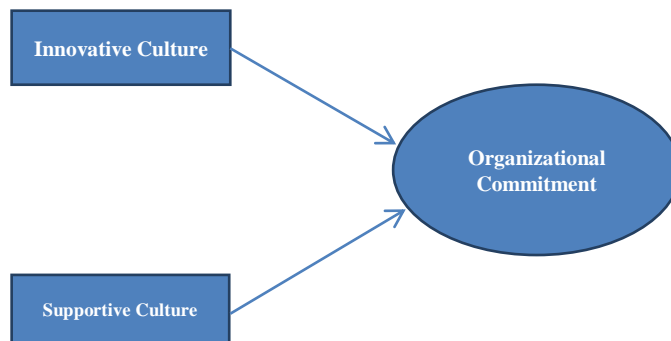

Figure 1. Conceptual model of the studied variables
Source: Researcher's Model (2021)

Organizational culture and organizational commitment

Researchers Yiing & Ahmad (2009); Rashid et al. (2003); Shannawaz & Hazarika (2004), have established the relationship between organizational culture and commitment of workers in different regions and different industrial setups. Park et al. (2005), discovered teamwork and trust to be relevant predictors of commitment. Opined that the most important indicators of organizational commitment were perceived work autonomy, procedural justice, distributive justice, organizational support, and employee age. Shannawaz & Hazarika (2004), investigate the impact of organizational culture on the Pareek (1997), OCTAPACE Scale in two hospitals, indicating that organizational culture variables are good determinants of organizational commitment. Task identification was found to have a strong positive link with professional commitment, while gender and organization size had a favorable impact on organizational commitment, according to (Kwon & Banks, 2004).

Perceived organizational support, procedural fairness, and transformational leadership were found to be major determinants of manager trust, which in turn affect turnover intent and commitment, according to (Connell et al., 2003). As per Lok & Crawford (1999), organizational subculture is more strongly linked to commitment than organizational culture. The level of dedication had the strongest link with satisfaction with the level of control over the working environment. They discovered a slightly favorable link between commitment and age. The amount of education, years in the position, and years of experience of participants, on the other hand, showed no correlation

with dedication. A better organizational culture where one's higher-order needs are satisfied leads to a higher level of commitment among employees. Workers' commitment to their organization was influenced by both situational and personal variables, according to (Sharma, 1997). Situational considerations were more important than person-related ones in determining commitment.

Corporate culture, according to Schein (1999), is far more essential nowadays than it was earlier. Increased demand for: coordination and integration between organizational units to improve the efficiency, quality, and speed with which products and services are designed, manufactured, and delivered; product and strategy innovation; process innovation and the ability to succeed has been created by increased globalization, competition, mergers, acquisitions, alliances, and various workforce developments; Effective management of dispersed work units and increase work for diversity; Cross-cultural management of global enterprises and multi-national partnerships; Construction of hybrid cultures that merge aspects of culture from what were diverse firms prior to an acquisition or merger; Management of workforce diversity; and facilitation and support of teamwork: It becomes even more critical as the value of workers as intellectual assets rises, necessitating a culture that encourages intellectual activity and supports both individual and organizational learning, new knowledge production and application, and desire to share knowledge with others (Atak & Erturgut, 2010; Martin & Siehl, 1983).

Theoretical Review
Denison's theory of organizational culture and effectiveness

Denison's model in 1984, establishing a functional relationship between culture and organizational outcomes grew out of his efforts to develop an integrative theory of organizational culture that:

- Illustrates how culture links to organizational effectiveness.
- Recognize a wide number of value and characteristic markers that can be used to gain a better grasp of the cultural effectiveness connection.
- Elucidates the precise mechanisms by which these characteristics support or inhibit effectiveness (Denison, 1984; Gordon, 1985; Wilkins & Ouchi, 1983).

According to Schein (1984), the underlying ideas and beliefs that represent the highest levels of corporate culture are at the heart of Denison's model. These fundamental beliefs serve as the foundation for (1) more visible cultural indicators such as observable and valued objects – heroes, symbols, rituals, and so forth – and (2) behavior and action (Denison, 2000). Despite the central significance assigned to fundamental assumptions and beliefs, and consistent with the dominant perspective in culture research Hofstede (1991), Denison's model compares firms based on substantially more "surface-level" values and behaviors. These ideals are thought to be more attainable than assumptions and more consistent than objects (Denison, 2000). According to Denison's model, the four commonly defined cultural traits of consistency, adaptability, involvement, and mission work together to support a company's ability to integrate and coordinate internal resources as well as adjust its external environment, resulting in higher organizational performance (Warrick, 2017; Kawiana et al., 2018; Putra & Dewi, 2019).

In addition, the model specifies that three indexes are used to evaluate each attribute (i.e., value dimensions). The indicator indexes of "empowerment," "team orientation," and "capacity development," for example, make up the engagement attribute. This quality is said to be highly valued by companies that respect (1) individual authority and worker initiative, (2) working considerately toward general goals, and (3) the development of worker skills. According to Denison, a high engagement cultural profile helps organizations achieve internal resource integration by instilling a sense of duty and ownership. Similarly, because of its capacity to aid in activity coordination, the reliability attribute is considered critical for attaining internal integration.

Unlike engagement, which emphasizes flexibility, consistency emphasizes stability and includes three indicators: 'fundamental values,' 'agreement,' and 'coordination and integration.' These three variables all refer to how involved organizational members are. (1) "share a set of values that builds a feeling of identity and an obvious set of expectations," and (2) "share a set of values that builds a sense of identity and an obvious set of expectations," (2) "can reach consensus on important topics and resolve disagreements when they arise," and (3) "work well together to achieve common goals" (Denison, 2000). The adaptability attribute is concerned with how a company handles external changes and eventualities. The variable indices of "building change," "customer focus," and "organizational learning" are all included in this attribute.

''Adaptable businesses are driven by their consumers, they take chances and learn from their failures, and they have the ability and experience to effect change." Denison (Denison, 2000). Finally, the mission trait specifies the organization's aims and provides a sense of purpose and meaning to its members. As a result, the mission trait

stresses stability and direction, allowing the company to better coordinate its contacts with the outside world. On the mission attribute, firms are regarded to be running well if they have a well-defined and clear set of values focusing on strategic direction and intent, "goals and objectives," and "vision." Denison's theory has been put to the test using similar samples of firms from the United States and Russia Fey & Denison (2003), along with several North American, South American, and Asian countries (Denison et al., 2003), with substantial compelling evidence of its core principles reported. The data also revealed that the degree to which culture attributes influence efficacy components varies by culture (Denison et al., 2003). Adaptability, on the other hand, was discovered to be the primary driver of effectiveness for Firms.

Empirical Review

Smith & Hume (2005), in their quantitative study reported significant cultural effects on ethical responses. Their study only connected the two notions on an individual level, but it focused on accountants from six different countries, indicating how the relationship between ethics and culture may be better understood. Douglas & Nekrasov (2001), investigated the impact of organizational culture on professional judgments, and the results show that people's perceptions of ethical behaviors, as well as external factors such as workplace ethical rules, have an impact on ethical judgments. Hofstede's foundational works have a significant impact on organizational culture indicators as well as the literature in this area. According to Hofstede (2001), organizational culture is the collective and distinguishing patterns of perception one group has over the other. Hofstede's level of analysis is typically national level and thus can be grouped as the highest macro level.

Densten & Sarros (2012), examined the influence of culture and social approval on CEO leadership. Reward, innovation, performance focus, and stability were used as separate components in a cross-sectional survey of 635 CEOs from various Australian companies. The results of the hierarchical multi regression methodology show that transactional leadership and cultural transformational leadership are distinct in terms of the culture in which the CEO operates, as well as the company norms, social acceptance needs, and culture. Yiing & Ahmad (2009), investigated the impact of organizational culture on leadership style, employee commitment, and work satisfaction, commitment, and performance. The result indicates that leadership is considerably related to workers' commitment and culture plays a relevant role in creating this relationship, as far as the organizational commitment has a significant relationship with job satisfaction but not with performance. Supportive leadership culture in organizations can establish a strong association between organizational commitment, worker performance, and job happiness, according to the study's recommendations. Awan & Mahmood (2010), investigated the link between leadership style, business culture, employee satisfaction, and commitment in universities of Pakistan. The findings revealed that these librarians work under a bureaucratic leadership style and are not closely linked to job commitment or company culture. Some of them are extremely loyal to their companies; the only reason they (librarians) are less dedicated and dissatisfied with their jobs is that they have not experienced employment development.

Methods and Tools

The survey research design was adopted for this study. The population of 435 comprised of all cadres of employees of the selected subsidiaries of the major global players in the Nigerian Brewery industry in Lagos, Anambra, and Rivers State, Nigeria and is presented thus in the table below:

Table 1
Proportion sample size from each firm

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

The sample size of 208 deemed appropriate to form the sample size, was derived using the Taro Yamini formula. The sampling method that was employed in this study was the stratified sampling method since the sampling elements involve five (5) companies across Nigeria and the stratified random sampling (SRS) was employed in the selection of the 208 staff from the 5 companies. The research instrument that was employed in this study was a structured questionnaire which responds format was in the five-point Likert scale. The reliability used Cronbach's alpha (CA) based tests at an acceptable measure threshold from 0.7

Table 2
Reliability coefficients of study constructs

Dimension of study constructs	Number of items	Cronbach's Alpha coefficient
Innovative Culture	4	0.745
Supportive Culture	4	0.842
Organizational Commitment	4	0.841

The first level of statistical analysis involved the use of simple, descriptive, or inductive statistics which uses the frequency. These descriptive statistics were used to describe and summarize the distribution of the variables. The second level of statistical analysis involved multiple regressions analysis for determining the degree of relationship between the variables. The scientific package for social science (SPSS version 23) software was employed. Regression analysis was used because of the nature of the topic, and these two techniques are the most common model used by many researchers. Regression was used for the prediction of outcome and it does not only show positive, negative, or no relationship but also tells the strength of that relationship.

Results and Discussion

Presentation of data

The analysis from the field survey is presented below in the tabular form:

Table 3
Analysis from the field survey

Pattern focused	Number administered	Number returned	Number used	Percentage used
Employees	208	201	195	94%

Source: Distributed questionnaire

Analysis of other research data

Research Question One: What is the impact of innovative culture on organizational commitment?

Table 4
Frequency analysis of innovative culture and organizational commitment

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
1.	Innovation is achieved when creative risk-taking and promptness in taking advantage of opportunities is encouraged	158 (81)	30 (15.4)	7 (3.6)	- -	- -
2.	Innovative culture involves cultural values and norms which promote innovation and creativity.	119 (61)	69 (35.4)	3 (1.5)	4 (2.1)	- -
3.	Organizations having an innovative culture are the ones that have a competitive advantage.	110 (56.4)	56 (28.7)	26 (13.3)	- -	3 (1.5)

| 4. | Outcomes of an innovative culture are quality and diversity. | 112 (57.4) | 74 (37.9) | 9 (4.6) | - - | - - |

Source: Analysis of field Survey, 2021

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

Research Question Two: How does supportive culture affect organizational commitment?

Table 5
Frequency analysis of supportive culture and organizational commitment

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
1.	Supportive culture acts as a motivational instrument that helps the organization to perform smoothly	156 (80%)	28 (14.4%)	7 (3.6%)	4 (2.1%)	- -
2.	A supportive culture creates teamwork, is people-oriented, and has trusting work environments which enhance organizational commitment.	115 (59%)	73 (37.4%)	3 (1.5%)	4 (2.1%)	- -
3.	The organizational climate that is based on mutual trust between the employee and the organization promotes organizational commitment	114 (58.5%)	52 (26.7%)	26 (13.3%)	- -	3 (1.5)
4.	Quality and service often show in support-orientated organizations which enhances organizational commitment	122 (62.6%)	64 (32.8%)	9 (4.6%)	- -	- -

Source: Analysis of field Survey, 2021

The descriptive statistics indicating the pattern of sample response, in relationship to supportive culture and organizational commitment questionnaire items as indicated in table 5 above 184(94.4%) of the respondents agreed that supportive culture acts as a motivational instrument that helps the organization to perform smoothly, 7(3.6%) were undecided while 4(2.1%) of the respondents disagreed with the statement. To the statement, a supportive culture creates teamwork, is people-oriented, and has trusting work environments which enhance organizational commitment, 190(96.4%) of the respondents agreed, 3(1.5%) were undecided, while 4(2.1%) of the respondents disagreed to the statement. 166(85.2%) of the respondents agreed that an organizational climate that is based on mutual trust between the employee and the organization promotes organizational commitment, 26(13.3%) were undecided while 3(1.5%) of the respondents disagreed with the statement. A total of 186(95.4%) of the respondents agreed that quality and service often show in support-orientated organizations which enhances organizational commitment, while 9(4.6%) were undecided.

Table 6
Model summary for multiple regressions

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.974[a]	.949	.948	.3673

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

Source: Analysis of field Survey, 2021

Table 6 showed that change in organizational commitment which is brought about by the variables of organizational culture by 95% (.948) as indicated by the adjusted R^2 value. The independent variables explain 95% of the variability of the dependent variable.

Table 7
Fitness of the model

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	481.233	4	120.308	891.556	.000[b]
	Residual	25.639	190	.135		
	Total	506.872	194			

a. Dependent Variable: organizational commitment
b. Predictors: (Constant), successive culture, bureaucratic culture, supportive culture, innovative culture

The *F*-ratio in table 7 tests whether the overall regression model is a good fit for the data. The table indicated that the independent variables statistically significantly predict the dependent variable, $F(4, 190) = 891.556$, $p < .0005$. This implies that the regression model is a good fit for the data.

Table 8
Regression analysis of organizational culture and organizational commitment

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

a. Dependent Variable: organizational commitment

Source: Analysis of field Survey, 2021

Table 8 above exhibited the multiple regression analysis results for organizational culture and organizational commitment. The table showed that innovative culture which is the first variable has a positive effect on organizational commitment (ß =.663, P<0.01). A similarly supportive culture which is the second variable has a positive effect on organizational commitment (ß =.124, P<0.01). It was reported that bureaucratic culture which is the third variable has a positive effect on organizational commitment (ß =.142, P<0.01). It was also shown that successive culture which is the last variable has a positive effect on organizational commitment (ß =.124, P<0.01).
The general form of the equation to predict OC = $β_o$ + $β_1$IC+ $β_2$SC + $β_3$BC + $β_4$SC + ε
OC= -.731 + (0.630×IC) + (0.125×SC) + (0.146×BC) + (0.138×SC)

Tests for hypotheses

- Hypothesis One
  HO_1: there is no significant relationship between innovative culture and organizational commitment. The null hypothesis was rejected, whereas the alternate hypothesis was accepted because the P-value derived in table 4.10 was less than the crucial level of significance (0.000<0.05). This shows that there is a substantial relationship between innovative culture and organizational commitment.
- Hypothesis Two
  HO_2: supportive culture has no significant relationship with organizational commitment. Because the p-value in table 6: was less than the critical level of significance (0.040<0.05), the null hypothesis had to be rejected and the alternate hypothesis, implying that supportive culture has a significant relationship with organizational commitment, had to be accepted.

In line with the findings from the various analyses that were done in this study, as well as the review of relevant literature, the findings of this research are presented thus: Table 8, showed that change in organizational commitment was brought about by the variables of organizational culture by 95% (.948) as indicated by the adjusted R^2 value. The *F*-ratio in table 4.9 indicated that the independent variables statistically significantly predict the dependent variable, $F(4, 190) = 891.556$, $p < .0005$.

Innovative culture and organizational commitment

The results of frequency analysis in table 4, exhibited that majority of the respondents overwhelmingly responded positively to the various statements about innovative culture and organizational commitment. Furthermore, it was shown that innovative culture has the highest positive effect on organizational commitment (ß = .663, P<0.01). In furtherance, the test of hypothesis indicated in table 6, showed that there is a significant relationship between innovative culture and organizational commitment (.000<0.05). These findings are consistent with Martin & Terblanche (2003), assertion that innovative culture involves cultural values and norms which promote innovation and creativity.

Supportive culture and organizational commitment

The results of frequency analysis in table 6, showed that the majority of the respondents overwhelmingly responded positively to the various statements about supportive culture and organizational commitment. Furthermore, table 6, showed that supportive culture has a positive effect on organizational commitment (ß = .124, P<0.01). In furtherance, the test of hypothesis indicated in table 8, reveals that supportive culture has a significant relationship with organizational commitment (.004<0.05). These findings are consistent with Ritchie, (2000) assertion that supportive culture is a motivational instrument that promotes the organization to perform smoothly and ensure success in all its endeavors.

Conclusion

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

Organizational practices that serve to develop and modify performance can be shaped by bureaucratic culture. Bureaucratic culture acts as a social glue, making employees feel like they are a part of the team, which is beneficial in attracting new employees and retaining top performers. Bureaucratic culture is extremely beneficial in assisting the sense-making process and assisting employees in understanding organizational events and objectives, which improves employee efficiency and effectiveness. The drive to improve employee performance has almost always been attributed to bureaucratic culture. It improves employee confidence and dedication, reduces working stress, and improves employees' ethical behavior.

Workers are less likely to be concerned about potential negative career implications when they work in a supportive work-family culture, thus they are more likely to feel comfortable using family-friendly benefits like flextime. Employees contributing their energy in exchange for benefits is what makes a supportive culture possible. More occupied personnel and fewer turnover are the outcomes of effective personnel management methods and policies that demonstrate a commitment to human capital. Thus, succession planning supports establishing, assessing, and assessing proactive workplace practices and policies that aid in attracting and retaining personnel with skills and competencies relevant to the company's growth and sustainability to create a culture of commitment.

Recommendations

- Managers should acknowledge that organizational culture is significant in organizational behaviour and performance.
- Managers should not take their organizational culture for granted because a strong pervaded culture creates social ideals that influence individual behavior and generates commitment to the values of the company.

References

Abbas, A. R., & Somaye, A. (2012). Impacts of organizational culture on organizational commitment. Journal of Human Resource Management and Development, 2(2),1-13.

Adem, Ö. Ğ. Ü. T., & AKSAY, K. (2011). The effect of innovation culture on organizational innovation: An application in private hospitals operating in Konya. Selcuk University Journal of Social and Technical Research, *1*(2), 39-63.

Ahmed, P. K. (1998). Culture and climate for innovation. *European journal of innovation management*.

Alker, L., & McHugh, D. (2000). Human resource maintenance?–Organisational rationales for the introduction of employee assistance programmes. *Journal of Managerial Psychology*.

Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of vocational behavior*, *58*(3), 414-435.

Appelbaum, S. H., & Reichart, W. (1997). How to measure an organization's learning ability: a learning orientation: part I. *Journal of workplace learning*.

Appelbaum, S., Bartolomucci, N., Beaumier, E., Boulanger, J., Corrigan, R., Doré, I., ... & Serroni, C. (2004). Organizational citizenship behavior: a case study of culture, leadership and trust. *Management decision*.

Atak, M., & Erturgut, R. (2010). An empirical analysis on the relation between learning organization and organizational commitment. *Procedia-social and behavioral sciences*, 2(2), 3472-3476. https://doi.org/10.1016/j.sbspro.2010.03.537

Awadh, A. M., & Alyahya, M. S. (2013). Impact of organizational culture on employee performance. *International review of management and business research*, *2*(1), 168.

Awan, M. R., & Mahmood, K. (2010). Relationship among leadership style, organizational culture and employee commitment in university libraries. *Library management*.

Babakus, E., Cravens, D. W., Johnston, M., & Moncrief, W. C. (1996). Examining the role of organizational variables in the salesperson job satisfaction model. *Journal of Personal Selling & Sales Management*, *16*(3), 33-46.

Bavec, C. (2007). Interdependence between social values and national performance indicators: the case of the enlarged European Union. *Managing global transitions*, *5*(3), 213.

Begley, T. M. (1995). Using founder status, age of firm, and company growth rate as the basis for distinguishing entrepreneurs from managers of smaller businesses. *Journal of business venturing*, *10*(3), 249-263. https://doi.org/10.1016/0883-9026(94)00023-N

Cheng, M. M., & Kalleberg, A. L. (1996). Labor market structures in Japan: an analysis of organizational and occupational mobility patterns. *Social Forces*, *74*(4), 1235-1260.

Claver, E., Llopis, J., Gascó, J. L., Molina, H., & Conca, F. J. (1999). Public administration: from bureaucratic culture to citizen-oriented culture. *International journal of public sector management*.

Connell, J., Ferres, N., & Travaglione, T. (2003). Engendering trust in manager-subordinate relationships: predictors and outcomes. *Personnel Review*.

Darmawan, D. (2013). Principles of organizational behavior. *Surabaya: Pena Semesta*.

Deal, T., & Kennedy, A. (2000). Corporate Cultures 2000 Edition.

Denison, D. R. (1984). Bringing corporate culture to the bottom line. *Organizational dynamics*, *13*(2), 5-22.

Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization science*, *6*(2), 204-223.

280

Denison, D. R., Cho, H. J., & Young, J. (2000). Diagnosing organizational cultures: Validating a model and method (pp. 1-144, Working paper). *Ann Arbor, M : nternational nstitute for Management Development, University of Michigan*.

Denison, D. R., Haaland, S., & Goelzer, P. (2003). Corporate culture and organizational effectiveness: is there a similar pattern around the world?. In *Advances in global leadership*. Emerald Group Publishing Limited.

Densten, I. L., & Sarros, J. C. (2012). The impact of organizational culture and social desirability on Australian CEO leadership. *Leadership & Organization Development Journal*.

Deshpandé, R., & Farley, J. U. (1999). Executive insights: corporate culture and market orientation: comparing Indian and Japanese firms. *Journal of International Marketing*, *7*(4), 111-127.

Dombrowski, C., Kim, J. Y., Desouza, K. C., Braganza, A., Papagari, S., Baloh, P., & Jha, S. (2007). Elements of innovative cultures. *Knowledge and Process Management*, *14*(3), 190-202.

Douglas, M. R., & Nekrasov, N. A. (2001). Noncommutative field theory. *Reviews of Modern Physics*, *73*(4), 977.

Dwirantwi, E. A. (2012). Organizational culture and its effect on productivity. *The Case Study of La Community Bank, Master's Thesis, Institute Of Distance Learning, Kwame Nkrumah, University of Science and Technology*.

Fey, C. F., & Denison, D. R. (2003). Organizational culture and effectiveness: Can American theory be applied in Russia?. *Organization science*, *14*(6), 686-706.

Fleming, J. H., & Asplund, J. (2007). *Human sigma: Managing the employee-customer encounter*. Simon and Schuster.

Gamage, D. (2006). *Professional development for leaders and managers of self-governing schools*. Springer Science & Business Media.

Gordon, I. (1985). The cyclical interaction between regional migration, employment and unemployment: a time series analysis for Scotland. *Scottish Journal of Political Economy*, *32*(2), 135-158.

Hofstede, G. (1991). Empirical models of cultural differences.

Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage publications.

Jassawalla, A. R., & Sashittal, H. C. (2002). Cultures that support product-innovation processes. *Academy of Management Perspectives*, *16*(3), 42-54.

Jespersen, L., & Jakobsen, M. (1996). Specific spoilage organisms in breweries and laboratory media for their detection. *International journal of food microbiology*, *33*(1), 139-155. https://doi.org/10.1016/0168-1605(96)01154-3

Kawiana, I. G. P., Dewi, L. K. C., Martini, L. K. B., & Suardana, I. B. R. (2018). The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. *International research journal of management, IT and social sciences*, *5*(3), 35-45.

Koberg, C. S., & Chusmir, L. H. (1987). Organizational culture relationships with creativity and other job-related variables. *Journal of Business research*, *15*(5), 397-409. https://doi.org/10.1016/0148-2963(87)90009-9

Kralj, D. A. V. O. R. I. N., & Markic, M. I. R. K. O. (2008). Sustainable development strategy and product responsibility. *WSEAS Transactions on Environment and Development*, *4*(2), 109-118.

Kwon, I. W. G., & Banks, D. W. (2004). Factors related to the organizational and professional commitment of internal auditors. *Managerial Auditing Journal*.

Lok, P., & Crawford, J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Leadership & Organization Development Journal*.

Lok, P., Wang, P. Z., Westwood, B., & Crawford, J. (2007). Antecedents of job satisfaction and organizational commitment and the mediating role of organizational subculture. *Manage Sci*, *50*(2), 239-52.

Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of business & industrial marketing*.

Luthans, F. (1992). Organizational Behavior, McGraw-Hill Inc New York.

Manstead, A. S., Hewstone, M. E., Fiske, S. T., Hogg, M. A., Reis, H. T., & Semin, G. R. (1995). *The Blackwell encyclopedia of social psychology*. Blackwell Reference/Blackwell Publishers.

Marinova, S. V. (2005). *An organizational culture perspective on role emergence and role enactment*. University of Maryland, College Park.

Martin, J., & Siehl, C. (1983). Organizational culture and counterculture: An uneasy symbiosis. *Organizational dynamics*, *12*(2), 52-64. https://doi.org/10.1016/0090-2616(83)90033-5

Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European journal of innovation management*.

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management journal*, *43*(4), 738-748.

McNeese-Smith, D. (1996). Increasing employee productivity, job satisfaction, and organizational commitment. *Journal of Healthcare Management*, *41*(2), 160.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, *1*(1), 61-89. https://doi.org/10.1016/1053-4822(91)90011-Z

Mulej, M., Potocan, V., Zenko, Z., Kajzer, S., Ursic, D., Knez-Riedl, J., ... & Ovsenik, J. (2004). How to restore Bertalanffian systems thinking. *Kybernetes*.

Naumann, S. E., Bennett, N., Bies, R. J., & Martin, C. L. (1998). Laid off, but still loyal: The influence of perceived justice and organizational support. *International Journal of Conflict Management*.

Olajire, A. A. (2020). The brewing industry and environmental challenges. *Journal of Cleaner Production*, *256*, 102817. https://doi.org/10.1016/j.jclepro.2012.03.003

Olannye, A. P. (2006). Research methods for business: A skill building approach. *Lagos &Asaba*.

Pant, D. P., Allinson, C. W., & Hayes, J. (1996). Transferring the western model of project organisation to a bureaucratic culture: The case of Nepal. *International Journal of Project Management*, *14*(1), 53-57. https://doi.org/10.1016/0263-7863(95)00039-9

Pareek, U. N. (1997). *Training instruments for human resource development*. Tata McGraw-Hill.

Park, S., Henkin, A. B., & Egley, R. (2005). Teacher team commitment, teamwork and trust: Exploring associations. *Journal of educational administration*.

Parker, M. (2000). *Organizational culture and identity: Unity and division at work*. Sage.

Peters, T. J., & Waterman, R. H. (1984). In search of excellence. *Nursing Administration Quarterly*, *8*(3), 85-86.

Putra, G. N. S., & Dewi, I. G. A. M. (2019). Effect of transformational leadership and organizational culture on employee performance mediated by job motivation. *International research journal of management, IT and social sciences*, *6*(6), 118-127.

Raju, P. M., & Srivastava, R. C. (1994). Factors contributing to commitment to the teaching profession. *International journal of educational management*.

Rashid, Z. A., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of management development*.

Rashid, Z. A., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of management development*.

Ravasi, D., & Schultz, M. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of management journal*, *49*(3), 433-458.

Ritchie, M. (2000). Organizational culture: An examination of its effect on the internalization process and member performance. *Southern Business Review*, *25*(2), 1.

Ritter, T. (1999). The networking company: Antecedents for coping with relationships and networks effectively. *Industrial marketing management*, *28*(5), 467-479. https://doi.org/10.1016/S0019-8501(99)00075-9

Robbins, M., Judge, A., Liang, L., McClintock, K., Yaworski, E., & MacLachlan, I. (2007). 2′-O-methyl-modified RNAs act as TLR7 antagonists. *Molecular Therapy*, *15*(9), 1663-1669.

Rudisill, J. R., & Edwards, J. M. (2002). Coping with job transitions. *Consulting Psychology Journal: Practice and Research*, *54*(1), 55.

Sarros, J. C., Gray, J., Densten, I. L., & Cooper, B. (2005). The organizational culture profile revisited and revised: An Australian perspective. *Australian journal of Management*, *30*(1), 159-182.

Schein, E. H. (1984). Culture as an environmental context for careers. *Journal of Organizational Behavior*, *5*(1), 71-81.

Schein, E. H. (1999). Sense and nonsense about culture and climate.

Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In *Advances in experimental social psychology* (Vol. 25, pp. 1-65). Academic Press.

Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary journal of contemporary research in business*.

Shannawaz, M. G., & Hazarika, N. (2004). Organizational commitment and organization culture: A study of two hospitals in Assam. *Journal of Indian Academy of Applied Psychology*, *30*(1-2), 124-130.

Sharma, P. V. (1997). *Environmental and engineering geophysics*. Cambridge university press.

Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*.

Silvestro, R., Fitzgerald, L., Johnston, R., & Voss, C. (1992). Towards a classification of service processes. *International journal of service industry management*, *3*(3), 0-0.

Smith, A., & Hume, E. C. (2005). Linking culture and ethics: A comparison of accountants' ethical belief systems in the individualism/collectivism and power distance contexts. *Journal of Business Ethics*, *62*(3), 209-220.

Stewart, D. (2010). Growing the corporate culture. *Obtained from https://www. wachovia. com/foundation/v/index. jsp*.

Strachan, G., & Burgess, J. (1998). The "family friendly" workplace: Origins, meaning and application at Australian workplaces. *International Journal of Manpower*.

Swanberg, J. E. (2004). Illuminating gendered organization assumptions is an important step in creating a family-friendly organization: a case study, Community, Work & Family, 7(1), 3-28.

Syeda, S. G. and Abida, D. (2014). Impact of succession planning on employee engagement in the telecommunication sector in Rawalpindi, Pakistan. European Journal of Business and Management 63(7), 21-34.

Taylor, T and McGraw, P. (2004). Succession planning practices in Australian organizations. International Journal of Manpower, 25 (8), 741-744.

Teo, S. (2010). Strategic HRM: Contemporary Issues in the Asia Pacific Region. Tilde University Press.

Thamrin, H. M. (2012). The influence of transformational leadership and organizational commitment on employee job satisfaction and performance. International Journal of Innovation, Management, and Technology, 3(5), 34-43.

Thompson, C. A., & Prottas, D. J. (2006). Relationships among organizational family support, job autonomy, perceived control, and employee well-being. *Journal of occupational health psychology*, *11*(1), 100.

Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work–family benefits are not enough: The influence of work–family culture on benefit utilization, organizational attachment, and work–family conflict. *Journal of Vocational behavior*, *54*(3), 392-415.

Tidd, J. (2001). Innovation management in context: environment, organization and performance. *International journal of management reviews*, *3*(3), 169-183.

Tobing, V., Hamzah, M., Sura, S., & Amin, H. (2008, December). Assessing the acceptability of adaptive e-learning system. In *5th International Conference on eLearning for Knowledge-Based Society* (Vol. 16, No. 3, pp. 1-10).

Trice, H. M., & Beyer, J. M. (1993). *The cultures of work organizations*. Prentice-Hall, Inc.

uha Raikka, J. (2013). Adaptive Preferences and Self-Deception. *Adaptation and Autonomy: Adaptive Preferences in Enhancing and Ending Life*, *10*, 149.

Uzkurt, C., & Şen, R. (2012). Örgüt kültürü ve örgütsel yeniliğin pazarlama yeniliğine etkisi: Gazlı içecek sektöründe bir araştırma.

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, *60*(3), 395-404. https://doi.org/10.1016/j.bushor.2017.01.011

Weick, K. E. (2001). Gapping the relevance bridge: Fashions meet fundamentals in management research. *British journal of management*, *12*, S71-S75.

Wilkins, A. L., & Ouchi, W. G. (1983). Efficient cultures: Exploring the relationship between culture and organizational performance. *Administrative science quarterly*, 468-481.

Yiing, L. H., & Ahmad, K. Z. B. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*.

Zogla, L., Zogla, G., Beloborodko, A., & Rosa, M. (2015). Process benchmark for evaluation energy performance in breweries. *Energy Procedia*, *72*, 202-208. https://doi.org/10.1016/j.egypro.2015.06.029