



ORGANIZATIONAL ETHICS AND EMPLOYEES' COMMITMENT IN PUBLIC TERTIARY INSTITUTIONS IN EKITI STATE

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ABSTRACT

The study was based between organizational Ethics employee's commitments in public tertiary institution in Ekiti state, Nigeria. The four hypotheses were tested in this study. The descriptive research design type was adopted for the study. The population of the study comprises all the Academic and non-academic employees in public tertiary institutions in Ekiti state. The simple random sampling techniques was first adopted to select four out of the seven public tertiary institutions in Ekiti state for the study. The simple random sampling was further used to select 50 employees from each of the four public tertiary institutions comprising a total of 200 samples for the study. An instrument tagged "Organizational Ethics and Employees commitment Questionnaire" was used to collect data for the study. The instrument was validated and a reliability coefficient of 0.78 was obtained for the instrument Data collected were analyzed using descriptive and inferential statistics. Result from the data analysis indicated that significant correlation exist between organizational Ethics and employees 'commitment in public tertiary institutions in Ekiti state. it was later revealed that significant difference exist in the commitment of employees of different sex, ages and length of service to their institutions in Ekiti state the researcher also recommends that: Nigeria should build strong viable institutions that can productively respond to the challenges of employees and their should be improvement on the current reward system in their institutions to enhance organizational ethics and employee's commitment level as well as output among others.

Keyword: Correlations, Academic, non-academic, institutions, commitment

INTRODUCTION

A Well managed organization usually sees an average worker as the root source of quality and productivity (Omale and Unekwu 2020) .The level of the employee's commitment to their organization is therefore an important factor in determining the overall employees 'job performance. The extent of the employee level of commitment could be influenced either positively or negatively by the culture existing in an organization. According to Radhika (2018) , employee's commitment to the values and goals of an organization , teamwork and socialization are of utmost important, they stressed that the issue of how the commitment of employees to their jobs are sustained depend on the existing culture in an organization . They stressed further that the culture which consist of a set of values beliefs and behavioral pattern forms the core identity of organization which will ultimately help in shaping the behavior of employees.

According to Mullins (2000), the culture of an organization is one of the factors that strategically come together to develop an organization. It stressed that the culture of an organization, like the culture of the people can be a motivating factors in maximizing the value of human capital which can ultimately be managed for organizational success. The school either at primary, secondary and tertiary levels as an organization is expected to have its own culture which has to be nurtured and sustained for the overall achievement of the educational goals. In this regards, the leadership of schools need to have an in-depth understanding of the school's culture to be able to harness them to bring about high level of job commitment from employees.

Statement of Problem

The absence of a well laid down culture in most tertiary institutions in Ekiti state to some extent may affect the level of commitment of employees negatively. Although, many other factors might affect the level of commitment of employees in public tertiary institution in Ekiti state to their institutions. I.e. improvement on the training and development programs to enhance employee productivity and involvement in decision making process to bring about sense of belonging. The question therefore is what are being taken or could be taken to have a well-defined culture in most tertiary Institutions in Ekiti state so as to enhance the level of employee's commitment to their institution? Are there differences in the level of the commitment of employees used on gender, age and length of service?

Research Questions

In addressing the problems of this study, the following research question were answered;

1. Is there a correlation between academic and non-academic commitment of employees in public tertiary institutions in Ekiti state?
1. Is there any difference in the commitment of male and female employees in public tertiary institutions in Ekiti state?
1. Is there any difference in the commitment of employees of different ages in public tertiary institutions in Ekiti state?
7. Is there any difference in the commitment of employees with different length of service in tertiary institutions in Ekiti state?

Hypotheses

Based on the research questions, the following hypotheses were formulated for study;

1. There is no significant correlation between organizational culture and the commitment of employees in public tertiary institution in Ekiti state.

2. There is no significant difference in the commitment of male and female employees in public tertiary institutions in Ekiti state?

3. There is no significant difference in the commitment of employees of different ages in public tertiary institutions in Ekiti state?

4. There is no significant difference in the commitment of employees with different length of service in public tertiary institutions in Ekiti state.

Literature Review

Academic workforce plays a cogent role in actualizing the huge success of the vision and mission of a university this is corroborated by Bentley (2013) who averred that the core academic workplace help an institutions to achieve its primary objectives (Noodin and Jusoff 2009) A study conducted by Baloch (2009) found that a healthy climate at a university increases not only the job satisfaction among academicians but it also increases the academicians' performance. There is no single definition of organizational culture due to the fact that the culture of an organization in itself is an undefined nature of behavior in an organization that is exciting but subtle in nature to the extent that it may not be consciously noticed by employees in an organization according to Robbins (2000) cited in Mullins (2014) defines organizational culture as the collection of traditions, values, beliefs, policies and attitudes that constitute a pervasive content for everything one does and think, in an organization. Deal and Kennedy (1999) cited in Adeyemi {2016} on their part define organizational culture as a set of values that underline how we do our duties around here. Harrison and Lawal (2014) states that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organization. They stressed that these shared meaning are a set of characteristics, and that the organization values and the essence of an organization's culture can be captured in seven primary characteristics. These include innovation and risk taking, attention to details, outcome orientation, people orientation, team orientation, aggressiveness and stability. According to them, each of these characteristics exists on a continuum from low to high. They concluded that the appraisal of an organization on these seven characteristics, gives a composite pictures of the organization's culture.

The four dimensions of organizational culture as an identified Bunce (1980) cited in Cerna (2013) include power dimension, role dimension, achievement dimension and support dimension. The power dimension describes the organization culture based on inequality of access to redemption. Role dimension focuses mainly on job description and specialization. Achievement dimension refers to task culture which involves focusing on realizing organizational climate that is based on neutral trust between the individual and the organization. Some other literatures such as Meyer and Allen (1991) Ricardo and Yomi (2018) identified communication, training/ development, rewards/recognition, effective decision making, risk taking for creativity and innovation, proactive learning, team work, and fairness and consistency in most practice as dimensions of organizational culture. However, team work, communication, training/ development and rewards/ recognition are the four dimensions that have greatest effect

on employee's behavior [commitment according to lau and idris (2001)] and this was adopted for this study. In relation to school, Hargreaves (1995) stated that institutions as an organization has culture as the bedrock of behaviors, which assists in the achievement of school efficiency. He concluded that the effectiveness of the school is rooted in culture along with the leadership activities. As a result, the school authority, those vested with the administration of the school need to understand that a strong culture is beneficial to the overall achievement of the school objectives.

Employee commitment is a degree to which an employee identifies with the organization and wants to continue actively participating in it (Nystrom, 1993). Organizational commitment can also be defined as the degree to which an employee identifies with the goals and values of the organization, and is willing to put in efforts to help the organization to achieve these goals (Herseovitch and Meyer, 2002). Organizational commitment according to (Muthuvelo and Rose, 2005). Can also be described as the willingness of employees to accept the goals and value of the organization and to work towards the achievement of these goals. Salau (2019) identified three types of commitment, namely affective commitment, continuance commitment and normative commitment. The affective commitment involves the employee's emotional attachment to identify with and involve in the organization. The continuance commitment involves commitment based on the cost that the employee associates with leaving the organization. The normative commitment on its part involves the employees' feelings of duties to stay within the organization. Martindale, ilan and Schaffer (2013) opined that the three components of organizational commitment are not mutually exclusive. This means that employees could be simultaneously committed in an affective, continuance and normative commitments at different levels of intensity. The academic and non-academic may have a commitment profiles that may carry high or low levels of all components. Martindale, Ilan and Schaffer (2013). These type of profiles would eventually lead to different effects on work place behavior and could be influenced by many factors, one of it being Academic culture, Williams and todaro 2010.

Many scholars, in their respective fields have found that organizational culture was linked to employees 'commitment to their organization. In the same view, Benjamin (2014) corroborated that organizational commitment is influenced by cooperate culture because it looks the relative strength of employees attachment or involvement with their organization. Baloch (2009) also stressed that significant relationship exist between Academic culture and commitment of employees will bring about change initiatives in an organization. Hanaysha & Taylor (2016)

Found in their research that a positive relationship exists between a high level of organizational commitment and organizational culture. . Findings have also found that significant demographic factors such as gender, age and length of service. Olarenwaju and Kayinsola (2010) found out that academic and non-academic commitment is influenced by sex and concluded that female employee's exhibits greater organizational commitment to their job when compared to the male employees. Mullighan (2015) opined that male respondents show higher level of organizational commitment than the female respondents. In relation to the relationship between age and organizational commitment. However, Germaroth (2005) found that age has influenced on organizational commitment. They argued that age might be correlated with commitment in the sense that seniority is associated with the opportunity to better ones position on the job.

In their findings, Ejiogu (2016) found that older employees are more committed to their job than younger employees. Staff commitment has also been found to be related to the employee's length of service in an organization. Ogunlade

(2012) however found that no significant difference exist between organizational commitments of respondents with above ten years of experience on the job than those with below ten years working experience. Ejiogu (2016) found that a demographic variable such as employee's length of service is related to staff commitment. They found out that employees with more length of service are more committed to their job than those with lesser length of service.

It has also seen from the above findings that the relationship between organizational ethics and employees' commitment on one side and the differences in the level of commitment of employees of different sex, age and length of service to their organization. at this juncture, this has cause a germane of findings by the scholars. It is based on this research that this study was set out to examine the correlations between academic and non-academic employees' commitment in public tertiary institutions in Ekiti state

RESEARCH METHODOLOGY

The descriptive research design was adopted for this study. The population of the study consists of all the Academic and non-academic staff in the seven tertiary institutions in Ekiti state. Four tertiary institutions out of seven namely; Federal university oye-ekiti, Ekiti state university, federal -poly [Ado], ikere college of Education were selected using simple random sampling technique. A total of 50 employees were selected through random sampling technique from each of the tertiary institutions comprising 200 respondents used in this study. The Academic and non – academic staff were the respondents of the study.

Instrumentation and procedure employed for Data collection

The main instrument used for this study is a self – constructed questionnaire tagged

instrument tagged correlation between organizational ethics and employees' commitment Questionnaire, to collect information from staff on correlation between academic and non-academic of employees' commitment in public tertiary institutions in Ekiti state However ,the item consist of Section A, B, C The following corresponding scores was used as a rating scale for the respondent responses strongly Agree, [SA], 4point s, Agree [A] 3points, Disagree[D], 2points, and strongly Disagree [SD1], point.

The questionnaire was administered personally by the researcher and two research assistants to the randomly where necessary for more clarification on the questionnaire but never influenced their opinion...Effect was made in collecting the Questionnaire the same day to ensure high percentage returns. In analyzing the data, the researcher adopted Pearson product moment correlation Analysis

Table 1: Demographic Profile of Respondents

Demographic Profile	Variable	Number	Percentage%
Category	Academic-Staff	102	51%
	Non- Academic Staff	98	49%
Sex	Male	123	61%
	Female	77	39%
Age	Below 30yrs	40	20%
	30-45yrs	82	41%
	Above 45yrs	78	39%
	Below 10yrs	47	23.5%

Length of Service	10-25	93	46.5%
	Above 25yrs	60	30%

Source: Researchers' Field Survey

From Table 1, 51% of the respondent are academic staff while 49% are non-academic staff. 61% of the respondents are male while the remaining 39% are female. Furthermore, 40% of the respondents were within the age bracket of (Below 30yrs) while 41% and 39% of the respondents were within the age bracket of (30-45yrs) and (above 45yrs) respectively. Lastly, majority of the respondents comprising 46.5% have worked in tertiary institutions in Ekiti state within the period of (10-25yrs) while 23.5% and 30% of the respondents have worked within the period of (Below 10yrs) and (Above 25yrs) respectively.

Inferential Statistics

The analysis of data to test the four hypotheses formulated for this study were presented in Table 2-5.

Hypotheses 1 states that there is no significant relationship between organizational culture and commitment of employees in public tertiary institutions in Ekiti state. The result of the analysis is presented in Table 2.

Table 2: Summary of Pearson Product Moment Correlation Coefficient of Organizational ethics and the Commitment of Employees in Public Tertiary Institution in Ekiti State

Length of Service	N	Mean	SD		
Below 10yrs					
10-25yrs					
Above 25yrs					
Source of variable	Sum of Square	Degree of Freedom	Mean Square	F	F-Table
Between Group	1695.15	2	847.57		
Within Group	13714.06	197	69.61		
Total	15409.71	199		12.18	3.04

Source: Researchers' Field Survey

Table 2 shows that a calculated R-values of 0.88 resulted as the relationship between organizational ethics and the commitment of employees in public tertiary institutions in Ekiti state. The calculated r value is significant since it is greater than the critical R-value of 0.195 given. 188 degree of freedom at 0.05 level of significance. Hence, the null hypothesis is rejected. This shows that there is a significant relationship between organizational ethics and the commitment of employees' in public tertiary institutions in Ekiti state.

Hypotheses 2 states that there is no significant difference in the commitment of male and female employees in public tertiary institutions in Ekiti state. The result of the analysis is presented in Table 3

Table 3: Summary of independent T-Test Analysis of the Difference in the Commitment of Male and Female Employees in Public Tertiary Institutions in Ekiti state

Variable	Number	Mean	SD	DF	t-cal	t-table value	P	Decision
Male	123	54.12	7.22					
Female	77	49.13	6.03	198	5.09	1.96	0.05	Ho

Source: Researchers' Field Survey

The result Table 3 shows that a calculated t-value of 5.09 resulted as the difference in commitment of male and female employees in public tertiary institutions in Ekiti state. This calculated t-value is significant since it is greater than the critical t-value of 1.96 given 188 degrees of freedom at 0.05 level of significance. Hence, the null hypotheses is rejected. This shows there is significant difference in the commitment of male and female employees in public tertiary institutions in Ekiti state.

Hypotheses 3 states that there is no significant different ages in public tertiary institutions in Ekiti state. The result of the analysis is presented in Table 4.

Table 4: Summary of One-Way Analysis of Variance on the Difference in the Commitment of Employees of Different Ages in Public Tertiary institutions in Ekiti State

Age	N	Mean	SD			
Below 30yrs	40					
30-45yrs	82					
Above 45yrs	78					
Source of variation	Sum of Square	Degree of Freedom	Mean of Square	F Calculated	F Table value	
Between group	1857.280	2	928.64			
Within Group	14624.465	197				
Error Total	16481.745	199	80.35	11.56	3.04	

Source: Researchers' Field survey

The result in Table 4 shows that the calculated F-value of 11.56 resulted as the difference in commitment of employees of different age group in public tertiary institutions in Ekiti state. This calculated F-value is significant since it is greater than the critical F-value 0 3.04 given 188 degrees of freedom at 0.05 level of significance. Hence, the null hypothesis is rejected. This shows that there is a significant difference in the commitment of employees of different age group in public tertiary institutions in Ekiti state.

Hypotheses 4 state that there is no significant difference in the commitment of employees with different length of service in public tertiary institutions in Ekiti state. The result of the analysis is presented in Table 5.

Table 5: Summary of One- Way Analysis of Variance on the Difference in the commitment of Employees with Different Length of Service in Tertiary Institutions in Ekiti state.

Length of service	N	Mean	SD		
Below 10yrs					
10-25yrs					
Above 25yrs					
Source of variation	Sum of square	Degree of freedom	Mean of square	F	F-Table
Between Group	1695.15	2	847.57		
Within Group	13714.06	197	69.61		
Total	15409.71	199		12.18	3.04

Source: Researchers' Field survey

The result in the Table 5 shows that the calculated value of f-value of 12.18 resulted as the differences in the commitment of employees with different length of service in public tertiary institutions in Ekiti state. This calculated F-value is significant since it is greater than the critical f-value of 3.04 given 188 degrees of freedom at 0.05 level of significance. Hence, the null hypothesis is rejected. This shows that there is significant difference in the commitment of employees with different length of service in public tertiary institutions in Ekiti state.

Discussion;

Hypothesis 1 found that there is a significant correlation between organizational culture and organizational commitment of employees in tertiary institution in Ekiti state. This finding is consistent with the earlier findings of lau and idris (2016), Fadipe and Adepoju (2007) where they all found that significant correlation exist between organizational culture and employee's commitment. This findings could be that these employees who work in a strong culture organization or institutions may feel more committed to their jobs compared to those in weak culture environment. Another plausible fact could be that employees tend to be more committed to an organization where the organizational culture such as values and belief are closely related to the employee personal values and belief or vice versa.

Hypothesis 2 found that there is a significant difference in the organizational commitment of male and female employees in tertiary institutions and that male employees show more organizational commitment than female employees (male; mean=54.12,SD=7.22) and (female; mean=49.13,SD=6.03). This finding is in line with the earlier findings of Akintayo (2010) found that male employees show higher level of organizational commitment than female. A plausible reason for the finding could be that male employees are more committed to work in the office than home responsibility. The female employees are on the other hand less committed to work in the office than home responsibilities. The society expects women's to be the manager of home, which could have affect their level of commitment to work place duties. THIS findings however contradict the findings of Ejiogu (2016) where they found that female employees exhibit greater organizational commitment to male employees.

Hypothesis 3 found that there is a significant difference in the organizational commitment of employees ' ages in tertiary institutions in Ekiti state and that employees that are older show higher organizational commitment than

younger employees (above 45 years; mean=51.5, SD=6.80), (30-35 years; mean=41.0, SD=6.77). This finding corroborates with the findings of Fadipe (2013) where he found that older employees show higher commitment than younger employees. This could be seen to the fact that older employees believe that the chance of getting other jobs elsewhere especially energy related work is remote when compared to younger employees tend to have unalloyed loyalty and high level of commitment to their organizations or institutions. This finding however contradicts earlier study of Adebimpe (2010) who found that age has no influence on organizational commitment.

Hypothesis 4 found that there is a significant difference in the organizational commitment of employees with different length of service in tertiary institution in Ekiti state and that employees with more length of service are more committed to the organization than those with less length of service are more committed to the organization than those with less length of service (above 25 years; mean=53.8, SD=6.39), (10-25 years; mean=50., SD=6.17). The study supports earlier findings by Aina (2008). This could be attributed to the fact that the more experience one gains on job, the more one gains confidence. This confidence makes an employee to be happier with his job and as such he or she will be more emotionally attached to the organization. This study however contradicts the findings of Radhika (2018) who found out that no difference exists in the organizational commitment of interviewees with different length of service.

Conclusion

In conclusion when it comes to educational institutions, it is germane to measure organizational ethics and employees commitment they are interdependent in organizing and promote the survival of developing the university culture, it also relate to employees' commitment. It can further be concluded that there are significant differences in the commitment of employees of different sex, ages and length of service working in tertiary institutions in Ekiti state. In nutshell, the findings of the study provide some understanding on the importance of organizational commitment.

Recommendations

Sequel to the revelations and implications of the discourse, the following recommendations become imperative;

1. Improve on the current reward system in their institutions to improve employee's level of commitment to their jobs as well as improve output.
1. Sustain on the current ways of recognizing employees who perform well in their duties to enable them to be more committed to the institutions
1. Improve on the current training and development programs for employees to enhance the workforce level of organizational commitment to enable them function effectively and efficiently in their job.
1. Sustain and improve on the level of teamwork or spirit among employees by organizing team building programs or exercises for the employees.
1. Improve on the current level of communication existing in tertiary institutions by creating and building trust through such open communication and dialogue
1. Involve employees in most decisions making process to bring about sense of belonging and attachment on the part of the employees to their institutions.

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