

Adhocracy vs. Hierarchy: Divergent Pathways to Employee Commitment in Contemporary Organisations

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ABSTRACT

This article focuses on the different pathways in which adhocracy and hierarchy influence employee commitment in contemporary organisations. It has three objectives: ascertaining the place of adhocracy culture on continuance commitment, and the place of hierarchy culture on affective and normative commitment. The survey research method was used to gather data from 338 employees from a sample size of 250 and 88 from Akwa Ibom State Polytechnic, Ikot Osurua and Heritage Polytechnic, Eket respectively. The Weighted Mean Score, Pearson Product Moment Correlation and ANOVA were the statistical tools used to analyse the data. The hypothesis revealed that adhocracy culture has a significant relationship on continuance commitment, but the ANOVA result showed no statistically significant relationship which the Weighted Mean Score of 1.8 validates, meaning that adhocracy does not promote continuance commitment. In contrast, hierarchy culture has a positive significant relationship on both affective and normative commitment as validated by 2.5 and 2.9 weighted mean score respectively, as well as the ANOVA and Pearson Correlation results. Conclusively, the article submits that adhocracy culture has no statistically significant association with continuance commitment, but hierarchy culture has a significant association with both affective and normative commitment. Therefore, it can be extrapolated that adhocracy and hierarchy cultures influenced employee commitment in diverse ways beyond the Meyer and Allen's Three-Component Model of organisational commitment: affective, continuance and normative.

Keywords: Adhocracy culture, Hierarchy culture, Affective commitment, Normative commitment and Continuance commitment

INTRODUCTION

Adhocracy and Hierarchy are two culture types derived from the Competing Values Framework (CVF) culture model. When juxtaposed with employee commitment, their distinct characteristics dictate and produce different realities in contemporary organisations especially where both cultures exit together.

Adhocracy culture (Innovators) – Fosters a dynamic, creative, risk-taking, and entrepreneurial environment. The focus is to innovate, break new grounds and explore possibilities. Agility and transformation define this culture as organisations within this fold prioritize research, technology integration, and novel ideas. As such, it operates on flexibility, less formal structure and rules. Leaders are visionary, innovative, and risk-oriented, while employees are encouraged to challenge the status quo and take initiative. In this culture, success means breakthrough innovations, strategic agility, and most unique products or services with long-term growth. Though this culture is highly adaptive to change and new opportunities, empowers employees, and can lead to rapid growth, it can be chaotic and lacking clear direction. It has a high risk of failure and potential for employee burnout, and may lack centralised control and long-term stability.

Hierarchy culture (Controllers) – Is synonymous with the traditional, structured corporate environment. It values stability, predictability, and efficiency, and operates clear rules, processes, and a well-defined chain of command. Success is defined by predictability, low cost, and error-free processes. Here, the leaders are coordinators, organisers, and enforcers of rules, and ensure compliance with protocols and maintain operational control. Decision-making follows a top-down approach, while policies and procedures guide administrative practices. This provides stability, clarity, and ensures consistent and reliable results, while employees benefit from clear expectations and a structured environment that ensures reliability in service delivery. Unfortunately,

this culture type is slow to change and can stifle innovation. It is bureaucratic and rigid, and focuses less on employee empowerment and creativity.

These two corporate culture types dictate the way employees think and behave towards each other including their commitment. Olise and Ikpe (2010) describe corporate culture as, “the soul, the spirit, and the ‘inner-face’ of the organisation which manifests itself through the physical and sensory elements that stakeholders perceive”, a notion that emphasises that culture is “felt” before it is “understood.” This means that employees pick up cultural norms through the office layout, the way leaders dress, and even the “tone” of internal communications. Therefore, corporate culture is structured and expressed to accomplish purposeful goals through various organisational activities, and affect the way people behave in organisations.

In the opinion of McShane and Von Glinow (2024, p. 498), corporate culture refers to “the values and assumptions shared within an organisation” that defines the “correct way of thinking about and acting on problems and opportunities facing the organisation”, while Denison (2023) view it as the underlying set of values, beliefs, and principles that serve as a foundation for an organisation’s management system, as well as the set of management practices and behaviours that both exemplify and reinforce them.

These expositions show that corporate culture is the fusion of different elements into a unique style McShane and Von Glinow (2024) described as an organisation’s DNA (deoxyribonucleic acid), an invisible but powerful guide that shapes what happens in the workplace. This aligns with Schein and Schein (2023) submission that every organisation instill its culture on employees through three levels: artifacts or surface level (visible and feelable structures and processes, observed behaviour, and how people communicate digitally, that is the “personality” of internal software interfaces, and video-conferencing norms); espoused beliefs and values or middle level (ideals, goals, values, aspirations, ideologies, and rationalizations. Values must be tested by experience to remain “aspirational” represent true culture); and basic underlying assumptions or deeper level (unconscious, taken - for - granted beliefs and values. This is the “soul” of the organisation.

Thus, the extent of employee commitment is determined by how much corporate culture is understood and assimilated, which according to Meyer (2016), is important because it has implications for behaviour. Besides, scholars have argued that employee commitment is reflected in attending regularly to duties, effective tasks perform, contribution to a positive social milieu, and shuning behaviours that are counterproductive. The evolution of commitment as a concept has resulted in prominence been given to ‘on-the-job behaviour and performance’, which Meyer and Maltin (2010) equate to, how it is experienced, and recently, the implications and its different forms and foci for employees’ own well-being, have become the focus of researchers.

In this article, Meyer and Allen’s Three-Component Model of Organisational Commitment: affective, continuance and normative would be juxtaposed with the two corporate culture types stated above.

Affective commitment: refers to employees who portray an emotional attachment and identity with an organisation. Here, employees’ acceptance and identification with organisational goals is seen as a kind of organisational identity that fuels their desire to stay. Allen (2016, p. 32) explains that, “employees with strong affective commitment remain with the organisation because they want to do so”. The key aspects of affective commitment include emotional attachment: feeling a sense of belonging and connection to the organisation; identification: employee sees self as part of the organisation and its success; and internalisation: employee adopts the organisation's values and goals as its own.

Continuance commitment also known as alienative commitment. It refers to the extent to which the employee perceives that leaving the organisation would be costly, that is, the employee feels the needs to stay with an organisation. As such, employees commit to organisations based on perceived rewards or the fear of losing if they leave. Allen is of the view that “employees with strong continuance commitment remain because they feel that they have to do so” (p. 32). The two facets of this commitment according to Meyer (2016) are: lack of alternatives: perceived scarcity of other job opportunities; and sacrifices: what an employee would lose if they leave (example: seniority, benefits, relationships).

Normative or calculative commitment: refers to employees’ sense of obligation and responsibility to stay with the organisation. Here, commitment is based on various inducements the employee expects for their

contributions to the organisation. Again, Allen opines that employees stay with the “belief that staying with it is the right thing to do...because they feel that they ought to do so” (p. 32). Normative commitment in the view of Allen (2016) stems from obligation to the organisation: feeling a sense of duty or responsibility to the institution, and reciprocity: feeling a need to repay the organisation for its investments in you (example: training, development).

TCM researchers argue that since affective, continuance, and normative commitment develop on the basis of different work experiences and perceptions, an employee’s commitment is best described as a profile made up of all three. Therefore, employees with different affective–continuance–normative (ACN) commitment profiles would have different relationships with their organisations and therefore, behave and react accordingly (Allen, 2016). Consequently, this article is apt as it would identify the divergent pathways through which two contrasting cultural orientations: adhocracy and hierarchy influence the three commitment types in two institutions: Akwa Ibom State Polytechnic, and Federal Polytechnic, Ukana. The objectives include: ascertain the place of adhocracy culture on continuance commitment, and ascertain the place of hierarchy culture on affective and normative commitment. It has two hypotheses: the significant relationship between adhocracy culture and continuance commitment, and the significant relationship between hierarchy culture and affective and normative commitment.

THEORETICAL FRAMEWORK

The Self-Determination Theory (SDT), and Douglas McGregor’s Theory X and Theory Y are the theories used in this article.

Self-Determination Theory (SDT): The theory was initiated by psychologists Richard Ryan and Edward Deci in 1985 but expanded significantly in 2000. SDT gives an all-inclusive understanding of human motivation and functioning; meaning people are inspired to work. It supposes that human motivation is suitable for connecting workplace initiatives to outcomes, and the best way to get human beings to perform tasks is to reward their behaviour. SDT describes work environments that enables the satisfaction of three basic psychological needs: autonomy, relatedness, and competence; thereby promoting organisational commitment and other positive psychological and behavioural outcomes. SDT is relevant to this study as it suggests that needs satisfaction and motivation of employees in workplace triggers commitment. Since satisfaction of basic human psychological needs: autonomy, relatedness, and competence are the hallmark of SDT, it would translate that a happy employee would result in a motivated employee and consequently, a happy organisation (all things being equal). This not only serves as a workable purpose for employee commitment in organisations, it is suited to say that rewarding the behaviour of employees in public institutions is enough motivation for them to commit to their organisation.

Douglas McGregor’s Theory X and Theory Y: the theory was propounded by Douglas McGregor in 1960 and advocates the human relations approach to management. Theory X is based on the assumptions that management is responsible for organising the money, material and people for economic ends; people must be controlled and motivated to fit organisational needs; and without intervention and direction, people would be passive or resistant to the achievement of organisational needs. Accordingly, McGregor’s believes that the human nature is not straightforward as such: the average man is indolent by nature and works as little as possible; lacks ambition, dislikes responsibility and prefers to be led; inherently self-centered and indifferent to organisational needs; is by nature resistant to change; is gullible, not very bright, and the ready dupe of frauds and the demagogue.

Theory Y on the other hand represents the manager who adheres to the percepts of the human relations movement. McGregor is of the notion that managers should view workers as motivated by the higher-order needs in Abraham Maslow’s hierarchy of need theory, and capable of independent achievement in the workplace. Theory Y is hinged on the notion that: the use of physical and mental effort in work is a natural process that can be likened to play or rest; external control and the threat of punishment are not the only ways to realise organisational objectives. Man will exercise self-direction and self-control in the realisation of objectives to which he is committed; employee commitment to organisational objectives is tied to the rewards associated with their achievement. The most significant rewards such as the self actualisation needs are direct products geared towards organisational objectives; the average human being learns under proper conditions to both accept and seek responsibility; the capacity to reach a high degree of imagination, ingenuity and creativity in the solution

of organisational problems is widely distributed in the population; the intellectual potentials of the average human being are partially utilized under modern industrial life condition.

The assumptions of Douglas McGregor's Theory X and Theory Y would be tested in the institutions studied to ascertain if indeed employees must be controlled and motivated to fit organisational needs or they are self-motivated and capable of independent achievement in the workplace. It would further expose if employees are inherently self-centered and indifferent to organisational needs, or their commitment to organisational objectives is tied to rewards associated with their achievements.

METHODOLOGY

Survey research was adopted in this article because it is one of the major techniques of communication research. The Weighted Mean Score, Pearson Product Moment Correlation Coefficient and Analysis Variance (ANOVA) are the statistical tools that were employed in the data analysis. The population for this work includes the employees of the two polytechnics: Akwa Ibom State Polytechnic, Ikot Osurua, and Heritage Polytechnic, Eket local government area, Akwa Ibom State. The staff population of Akwa Ibom State Polytechnic is 745, while that of Heritage Polytechnic is 246, totaling 991 persons. The sample size of 355 was statistically determined using Taro Yamane's formula for finite population. The cluster random sampling was used to determine the appropriate sample for each institution, thereafter, the two-stage cluster sampling technique was used to proportionately determine the sample size of each institution which was 267 and 88 respectively. However, only 250 copies of the 267 distributed in Akwa Ibom State Polytechnic were retrieved, as such, data for the institution would be analysed from 250 respondents only. Therefore, data was gathered from 338 employees. The measuring instruments used was the questionnaire and in-depth interviews. Twelve questions were structured in line with the research questions, following Likert's modified four-point scale graded as: Strongly Agree (SA) – 4, Agree (A) – 3, Disagree (DA) – 2, and Strongly Disagree (SD) – 1. The decision rule was determined through the Weighted Mean Score (WMS) derived from the modified four-point Likert Scale, where the total sum of a unit is 10 and thus, the decision rule ≥ 2.5 . Therefore, if the calculated mean is above 2.5, the response is positive, and if the calculated mean is below 2.5, it is negative. In-depth interviews were conducted with the Rector, Akwa Ibom Polytechnic, code named A, and the Rector, Heritage Polytechnic, Eket, code named B. The data was analysed using both descriptive and inferential statistical methods; descriptive statistics using the Weighted Mean Score (WMS) was employed for the analysis of the research questions, while for the inferential statistics, the Pearson Product Moment Correlation Coefficient (PPMC) was employed to assess the strength and direction of the relationship between the various variables of corporate culture and the various variables of employee commitment. The One-way Analysis of Variance (ANOVA) was further used to study significant differences that exist in relation to employee commitment with respect to the corporate cultures that exist in the institutions. The use of the WMS, PPMC, and ANOVA tests made the research more robust, as it entailed methodological triangulation. The tests were conducted at the 0.05 level of significance, which was the basis of the decision-making process of the research. The in-depth interviews were analysed qualitatively, using Robert Yin's explanation building technique, while the hypotheses were tested using the Pearson Product Moment Correlation Coefficient to determine the relationship between the variables.

The formular for the Pearson Product Moment Correlation Coefficient is:

$$r = \frac{N \sum XY - \sum X \sum Y}{\sqrt{N \sum X^2 - (\sum X)^2} \sqrt{N \sum Y^2 - (\sum Y)^2}}$$

FINDINGS

Table 1: Culture Types

Culture Type	AkwaPoly				Total	Culture Type	Heritage				Total
	SA	A	DA	SA			SA	A	DA	SA	
Adhocracy	121	112	13	3	250	Hierarchy	40	45	3	0	88
Weighted Mean Score	1.9	1.3	0.1	0	3.3	Weighted Mean Score	1.8	1.5	0.1	0	3.4

Source: Field survey (2026)

The data in Table 1 shows that in Akwa Ibom State Polytechnic, adhocracy was the dominant culture with 233 (121+112) score representing 93.2 percent, and a weighted mean score of 3.3 meaning the features of innovation was the institution's most prevailing culture, while in Heritage Polytechnic, hierarchy which existed as a sub-culture had 85 (40+45) score representing 96.5 percent. This means that the institution has the elements of a traditional, structured corporate environment which represents hierarchy as a sub-culture as validated with a 3.4 weighted mean score. The summation of response in Akwa Ibom Polytechnic revealed an absence of one response.

Table 2: Employee commitment Types

Commitment Type	AkwaPoly				Total	Heritage (Affective)				Total	Heritage (Normative)				Total
	SA	A	DA	SA		SA	A	DA	SA		SA	A	DA	SA	
Continuance	26	40	47	137	250	7	36	43	0	88	11	60	16	0	88
Weighted Mean Score	0.4	0.5	0.3	0.6	1.8	0.3	1.2	1	0	2.5	0.5	2	0.4	0	2.9

Source: Field survey (2026)

The data in Table 2 above showed that in Akwa Ibom State Polytechnic, 66 (24+60) respondents agreed to the influence of continuance commitment representing 26.4 percent, meaning that they remained with the organisations for lack of better opportunities. In contrast, 184 (47+137) respondents representing 73.6 percent, disagreed that continuance influenced their commitment, meaning that their commitment was not due to the lack of suitable alternative employment opportunities. The summation of responses revealed that Heritage Polytechnic had no response from two respondents and one from affective and normative commitment respectively. The mean weighted score of 1.8 indicates that continuance did not influence employee's commitment since it is below the decision rule of ≥ 2.5 . In Heritage Polytechnic, 43 (7+36) respondents representing 47.9 percent agreed to emotional/psychological attachment to the organisation, while 47 respondents also disagreed that they do not have an emotional/psychological attachment to the organisation. The mean weighted score of 2.5 validates the affirmative and non-affirmative stance of respondents, resulting in a positive influence on both sides. The data on normative commitment however showed that 71 (11+60) respondents representing 80.6 percent affirmed to the emotional/psychological attachment to the organisation. The mean weighted score of 2.9 validated the affirmation stance, showing a strong positive commitment since it aligns with the decision rule of ≥ 2.5 .

Table 3: Employee awareness of workplace culture

Cultural Practices	AkwaPoly				Total	Heritage				Total
	SA	A	DA	SD		SA	A	DA	SD	
Core Values	147	79	24	0	250	28	59	1	0	88
Weighted Mean Score	2.4	0.9	0.2	0	3.5	1.3	2	0	0	3.3
Stories/traditions	120	88	39	3	250	33	52	3	0	88
Weighted Mean Score	1.9	1.1	0.3	0	3.3	1.5	1.8	0	0	3.3
Leadership Philosophy	122	83	41	4	250	27	59	2	0	88
Weighted Mean Score	2	1	0.3	0	3.3	1.2	2	0	0	3.2
Employee conduct policy	143	87	17	3	250	34	48	6	0	88
Weighted Mean Score	2.3	1	0.1	0	3.4	1.5	1.6	0.1	0	3.3
Symbols/artifacts	175	63	11	1	250	53	32	3	0	88
Weighted Mean Score	2.8	0.8	0	0	3.6	2.4	1.1	0	0	3.5
Communication flow	180	65	5	0	250	44	43	1	0	88
Weighted Mean Score	2.9	0.8	0	0	3.7	2	1.4	0	0	3.4
Employee reward	167	47	32	4	250	23	59	6	0	88
Weighted Mean Score	2.7	0.6	0.2	0	3.5	1	2	0.1	0	3.1
Professional development	132	80	33	5	250	20	59	9	0	88
Weighted Mean Score	2.1	1	0.2	0	3.3	0.9	2	0.2	0	3.1

Source: Field survey (2026)

The data in Table 3 above gauged employee knowledge of eight workplace cultures: core values, stories/traditions, leadership philosophy, employee conduct policy, symbols/artifacts, communication flow, employee reward and professional development in the institutions. In Akwa Ibom State Polytechnic, it showed that communication flow with 245 (180+65) score representing 98 percent, was the major workplace culture most knowledgeable to employees, followed by symbols and artifacts with 238 (175+63) score representing 95.2 percent. Employee conduct policy with 230 (143+87) score representing 92 percent was next, followed by core values with 226 (147+79) score representing 90.4 percent. Employee reward was ranked fifth with 214 (167+47) score representing 85.6 percent, professional development was ranked sixth with 212 (132+80) score representing 84.8 percent, while stories/traditions was ranked seventh with 208 (120+88) score representing 83.2 percent, and leadership philosophy was last with 205 (122+83) score representing 80 percent. The weighted mean score for communication flow was 3.7, and symbols and artifacts was 3.6, followed by core values and employee reward with a weighted mean score of 3.5 each, employee conduct policy was next with a weighted mean score of 3.4, professional development, stories/traditions and leadership philosophy each had a weighted mean score of 3.3. These rankings reveal high weighted mean score values authenticating employees' knowledge of their workplace cultures vis-a'-vis their continuance commitment level

In Heritage Polytechnic, communication flow and core values ranked the highest in employee awareness of workplace culture with 87 (44+43; 28+59) score representing 98.8 percent, followed by leadership philosophy ranking second with 86 (27+59) score representing 97.7 percent, stories/traditions and symbols/artifacts each ranked third with 85 (33+52; 53+32) score representing 96.5 percent. Employee conduct policy and employee reward ranked fourth with 82 (34+48; 23+59) score each representing 93.1 percent, while professional development ranked last with 79 (20+59) score representing 89.7 percent. The weighted mean score for symbols/artifacts was 3.5 and communication flow was 3.4, followed by core values, stories/traditions, and employee conduct policy which each had 3.3 weighted mean score, next is leadership philosophy with 3.2 weighted mean score, while employee reward and professional development was last with 3.1 weighted mean score each. These results reveal high weighted mean score values authenticating employees' knowledge of their workplace cultures vis-a'-vis their positive normative commitment level.

Table 4: Hypothesis one - Adhocracy culture relationship on continuance commitment

Culture Type	Scores (X)	Commitment Type	Scores (Y)
Adhocracy	233	Continuance	66

Source: Researcher's Analysis (2026)

The data in Table 4 was used to derive the data in Table 5 which was used to calculate the Pearson Product Moment Correlation Coefficient shown below:

Table 5: Pearson Product Moment Correlation Coefficient test for Hypothesis one

X	Y	XY	X ²	Y ²	Computed Value	Table Value	Significance	Decision
233	66	15,378	54,289	4,356	1	0.12	Significant	Supported

Source: Researcher's Analysis (2026)

The data for the first hypothesis: "There is a significant relationship between adhocracy culture and continuance commitment", was derived from figures in Table 5 representing adhocracy culture which was the independent variable, and continuance commitment which was the dependent variable. The hypothesis which was tested using the Pearson product moment correlation coefficient resulted in a computed value of 1. Since the computed value (r) of 1 was greater than the table value of 0.12, it showed there was a positive correlation between adhocracy culture and continuance commitment. Therefore, the alternate hypothesis which states that, "there is a significant relationship between adhocracy culture and continuance commitment" was retained while the null hypothesis was rejected.

Table 6: Hypothesis two - Hierarchy culture relationship on affective commitment

Culture Type	Scores (X)	Commitment Type	Scores (Y)
Heritage	85	Affective	43

Source: Researcher's Analysis (2026)

The data in Table 6 was used to derive the data in Table 7 which was used to calculate the Pearson Product Moment Correlation Coefficient shown below:

Table 7: Pearson Product Moment Correlation Coefficient test for Hypothesis two

X	Y	XY	X ²	Y ²	Computed Value	Table Value	Significance	Decision
85	43	3,655	7,225	1,849	1	0.21	Significant	Supported

Source: Researcher's Analysis (2026)

The data for the second hypothesis: “There is a significant relationship between hierarchy culture and affective commitment”, was derived from figures in Table 7 representing hierarchy culture which was the independent variable, and affective commitment which was the dependent variable. The hypothesis which was tested using the Pearson product moment correlation coefficient resulted in a computed value of 1. Since the computed value (r) of 1 was greater than the table value of 0.12, it showed there was a positive correlation between hierarchy culture and affective commitment. Therefore, the alternate hypothesis which states that, “there is a significant relationship between hierarchy culture and affective commitment” was retained while the null hypothesis was rejected.

Table 8: Hypothesis three - Hierarchy culture relationship on normative commitment

Culture Type	Scores (X)	Commitment Type	Scores (Y)
Heritage	85	Normative	71

Source: Researcher's Analysis (2026)

The data in Table 8 was used to derive the data in Table 9 which was used to calculate the Pearson Product Moment Correlation Coefficient shown below:

Table 9: Pearson Product Moment Correlation Coefficient test for Hypothesis three

X	Y	XY	X ²	Y ²	Computed Value	Table Value	Significance	Decision
85	71	6,035	7,225	5,041	1	0.21	Significant	Supported

Source: Researcher's Analysis (2026)

The data for the third hypothesis: “There is a significant relationship between hierarchy culture and normative commitment”, was derived from figures in Table 9 representing hierarchy culture which was the independent variable, and normative commitment which was the dependent variable. The hypothesis which was tested using the Pearson product moment correlation coefficient resulted in a computed value of 1. Since the computed value (r) of 1 was greater than the table value of 0.21, it showed there was a positive correlation between hierarchy culture and normative commitment. Therefore, the alternate hypothesis which states that, “there is a significant relationship between hierarchy culture and normative commitment” was retained while the null hypothesis was rejected.

Table 10: ANOVA Results for Adhocracy and Hierarchy Cultures and Employee Commitment

Cultural orientation	Commitment variable	Source of variation	Sum of Squares (SS)	df	Mean Square (MS)	F	p	η ²	Decision
Adhocracy	Continuance commitment	Between Groups	0.89	3	0.30	2.11	.098	.016	Not Significant

		Within Groups	53.25	379	0.14				
		Total	54.14	382					
Hierarchy	Employee commitment	Between Groups	1.67	3	0.56	3.89	.009	.030	Significant
		Within Groups	54.52	379	0.14				
		Total	56.19	382					

Source: Researcher's Analysis (2026)

DISCUSSION

Research question 1: What is the place of adhocracy culture on continuance commitment?

The first hypothesis was tested with both the Pearson Product Moment Correlation (PPMC) and the Analysis of Variance (ANOVA) for the significant relationship between adhocracy culture and continuance commitment. The data derived from Table 1 and 2 above confirmed the influence of adhocracy culture as a dominant corporate culture on continuance commitment. The PPMC test revealed a positive correlation between adhocracy culture and continuance commitment. The ANOVA test however showed that there was no significant relationship between adhocracy culture and continuance commitment. The data showed that between groups (0.89) and within groups (53.25) had a degree of freedom of 3 and 379 at a computed F-value of 2.11, was not statistically significant at $p > 0.05$. This implied that no statistically significant difference exists between continuance commitment and adhocracy as a dominant corporate culture in Akwa Ibom State Polytechnic, meaning that the variation of adhocracy culture found in the institution does not influence employees' decisions to remain with their respective institutions based on the perceived costs of leaving the organisation, and are not significantly influenced by the entrepreneurial, innovative, and flexibility characteristics of adhocracy culture. While adhocracy culture promotes entrepreneurship, innovation, flexibility, and creative experimentation, it seemed these characteristics do not have a significant impact on the cost-benefit evaluation made by employees about their decision to remain with the organisation. The implication is that this commitment type is influenced more by economic conditions than corporate culture. Employees may remain in an organisation because of factors such as job security, economic conditions, pension schemes, and lack of employment opportunities than the innovations practiced within the organisation.

This was validated by data revealing that other factors such as job satisfaction and work life balance which had a weighted mean score of 3.3 each are the major factors influencing employee commitment in the institution, followed by autonomy/empowerment and role clarity with a weighted mean score of 3.2 each. Compensation and other benefits was next with a weighted mean score of 3, while leadership had 2.9 weighted mean score. The ANOVA analysis therefore suggests that adhocracy as the dominant corporate culture does not have any significant relationship on continuance commitment, thus, the hypothesis is not accepted. This is consistent with studies conducted by Egbelagu and Nwachukwu (2024), and Riketta (2020) which showed that continuance commitment among Nigerian public sector employees is mainly driven by economic and labour market factors than by organisational factors. It also aligns with recent empirical research in the developing world, which highlights the importance of labour market factors in explaining the role of continuance commitment, as this form of commitment is more susceptible to labour market conditions than to internal factors (Inegbedion, 2022). The significant implications on the current economic conditions in Nigeria characterised by unstable labour markets, fewer job opportunities, and job insecurity are that these conditions tend to force employees to stay in their respective organisations irrespective of the nature of the corporate culture (Akanmu, Olaogun & Olawuyi, 2025).

Confirming the adhocracy nature of the institution, the Rector of Akwa Ibom State Polytechnic, Dr Akanimo Jonah said employees were encouraged to "explore new teaching methods, industry linkages, and entrepreneurship initiatives" by introducing ideas and taking initiatives consistent with their roles, adding that, "constructive dissent and creativity are welcomed, provided they align with institutional values and due process". He explained that as a servant leader, he was, "accessible, fair, and results-oriented, while empowering heads of departments to take ownership of their units in pursuit of the polytechnic's broader vision". From a theoretical point of view, continuance commitment is a cost-based and a calculative form of commitment. It exists among employees who remain with the institutions not because the employees want to (affective commitment), nor do

they feel obliged to do so (normative commitment); rather, employees remain with institutions simply because they need to do so.

The data showing that 66 employees agreed that continuance influenced their commitment means that if they had better job offers, they would quit the organisations, whereas 184 disagreed, meaning that their commitment is not due to the lack of suitable alternative employment opportunities, and if faced with the option of better job offers, they would not quit the organisation amplifies these submissions. The weighted mean score of 1.8 implies negative continuance commitment in the institution. This validates previous descriptive and correlation research analysis which suggested that the relationship between corporate culture and continuance commitment was relatively low (Sulistiyana, Purwadi & Andriani, 2026).

Specifically, eight cultural practices: core values, stories/traditions, leadership philosophy, employee conduct policy, symbols/artifacts, communication flow, employee reward and professional development used to gauge the extent of employee knowledge of their workplace culture, showed that in Akwa Ibom State Polytechnic, 245 employees were most aware of communication flow as a cultural practice followed by symbols and artifacts with 238 score, employee conduct policy was next with 230 score. Core values ranked the fourth with 226 score, followed by employee reward with 214 score, professional development was sixth with 212 score, while stories/traditions were ranked seventh with 208 score and leadership philosophy came the last with 205 score. The weighted mean score for communication flow was 3.7, and symbols and artifacts was 3.6, followed by core values and employee reward with a weighted mean score of 3.5 each, employee conduct policy was next with a weighted mean score of 3.4, professional development, stories/traditions and leadership philosophy each had a weighted mean score of 3.3. These rankings reveal high weighted mean score values authenticating employees' knowledge of their workplace cultures vis-a'-vis their continuance commitment level.

Ogunkoya, Soremekun, Hassan and Fadeyi's (2024) research supports these findings. It suggested that the "fairness personality" of the organisation acts as indicator to the employees; employee perception influences commitment such that if employees perceive the firm as "just", they internalise its goals, that is, feel emotionally attached (affective commitment), but if they perceive the bank to be "unjust", it impacts negatively on their emotionally attachment, leading employees towards "withdrawal behaviours". It revealed that a significant relationship exists between procedural justice and continuance commitment, showing that fair and just procedures are not just important factors in organisations, they result in favourable responses like commitment, positive behaviour, and increased productivity from employees. It proved the rewards allocation process was more important than the rewards themselves. As such, fair procedures was a significant boost on normative commitment. It thus becomes necessary that to boost continuance commitment in the institution, support processes that foster development, socialisation, involvement, training, and prioritise transparent communication regarding promotion and bonus criteria to foster a culture of trust is key. Besides, the Self Determination theory describes work environments that enable the satisfaction of three basic psychological needs: autonomy, relatedness, and competence; thereby promoting organisational commitment and other positive psychological and behavioural outcomes.

Nongo and Ikyanyon (2012) research findings also supports this position. It highlights that while corporate culture is important in improving the level of employee commitment to the organisation, not all corporate cultural measures impact on employee commitment as the analysis of adhocracy culture on continuance commitment has shown.

Research question 2: What is the place of hierarchy culture on employee commitment?

The second and third hypothesis tested for the significant relationship between hierarchy culture and affective and normative commitment. The result revealed a positive and significant correlation between hierarchy culture and employee commitment. The Analysis of Variance (ANOVA) results showed in Table 10 above that hierarchy culture has a significant relationship on employee commitment in the institution, specifically normative commitment which showed a positive relationship even though hierarchy is a sub-culture in the institution. The PPMC test revealed a positive correlation between hierarchy culture and affective and normative commitment, which the ANOVA test confirmed. The data showed that between groups (1.67) and within groups (54.52) had a degree of freedom of 3 and 379 at a computed F-value of 3.89, was statistically significant at $p > 0.05$. The findings importance lies in the fact that structured organisational systems involving formalities,

procedures, rules, administration, accountability, stability, and clearly defined roles are important determinants of employee commitment in the institution. In this regard, employees who perform their duties within organised and well-defined institutional processes are able to develop confidence in organisational systems and exhibit commitment towards organisational goals and objectives. The findings showed that hierarchy culture promotes organisational commitment through the provision of clarity, predictability, and stability within organisational environments. Coordination and administration become easier when there are well-defined structures for employees to follow. As a result, employees are more likely to exhibit commitment to their institutions.

The Rector of Heritage Polytechnic, Dr Udoyiu Udoyiu cited the use of effective supervision and motivation of employees saying, "I'm not a swivel chair rector; there are times I go to class to see if the lecturers are there to teach the students. I have the lecture timetable and the course allocation, so, at times, I'll just leave my office, pick the two documents, and go to see if those lecturers are there. If I don't see them, I just pick my phone and call them from that point to confirm their lecture time and current location. At times, I go on the spot checks of lecturers in their offices. That is part of effective supervision". He also mentioned the use of psychological motivation to boost the morale of employees through awards and public recognition. The findings are supported by Ngwu-Lemchi and Chikwe (2025) research study which observed that structured organisational environments play a critical role in enhancing employee commitment by instilling responsibility and organisational discipline. Similarly, Harb, Eyupoglu and Tashtoush (2023) found that clearly established institutional processes and administrative systems play an important role in enhancing employees' commitment and loyalty.

One significant implication from the results was that the influence of organisational culture on employee commitment depends on the specific dimension of commitment being considered. For instance, hierarchy culture showed a significant association on overall employee commitment while adhocracy culture had no significant effect on continuance commitment. This reinforces the theoretical stance that employee commitment is a multidimensional construct comprising affective, normative, and continuance dimensions. Additionally, the consistency observed in the results of the descriptive analysis, Weighted Mean Score (WMS), and Pearson Product Moment Correlation (PPMC), as well the ANOVA, increases the reliability and validity of the research. The consistency of results across the different analytical methods increases confidence in the conclusion that corporate culture was a major influence of employee commitment level in the institutions studied. The results presented in this research show that adhocracy and hierarchy cultures continue to be one of the key organisational factors influencing employee behaviour and commitment. Thus, the results of this research show that corporate cultures that promote cooperation, accountability, efficiency, and good governance are critical factors that influence the level of employee commitment within the institutions.

CONCLUSION

This article focuses on the different pathways in which adhocracy and hierarchy influence employee commitment in two contemporary organisations: Akwa Ibom State Polytechnic, a state-owned tertiary institution, and Heritage Polytechnic, a private owned tertiary institution, both in Akwa Ibom State, Nigeria. It concludes that adhocracy and hierarchy cultures have different pathways to employee commitment: though adhocracy culture as a dominant culture does not influence continuance commitment, other cultural factors within Akwa Ibom State Polytechnic contribute to employee commitment, while hierarchy culture significantly influences affective and normative commitment and the influence is positive even when hierarchy exists as a sub-culture in Heritage Polytechnic. Therefore, it can be extrapolated that adhocracy and hierarchy cultures influenced employee commitment in diverse ways beyond the Meyer and Allen's Three-Component Model of organisational commitment: affective, continuance and normative.

RECOMMENDATION

1. Corporate organisations should intentionally support policies, processes and programmes that foster attractiveness, transparency and fairness in the implementation of practices such as job satisfaction, work life balance, role clarity, work autonomy/empowerment, and leadership. Cultural practices like close-knit relationships among employees that would encourage and compel them to remain with the organisation should also be promoted.

2. Management of contemporary organisations should pay special attention to the establishment and promotion of corporate culture and practices represented in the day-to-day employee engagements that culminate in their output.

Ethical Approval: All employees who responded to the questionnaire were duly informed about their participation and allowed to willingly participate or withdraw from the study just as the confidentiality and anonymity of their responses was guaranteed purely for academic purpose.

Conflict of Interest: The researchers declare that there is no conflict of interest in the conduct of this study.

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