



ORGANIZATIONAL COMMITMENT AMONG WORKERS IN BREWERY INDUSTRY: DOES ORGANIZATIONAL CLIMATE AND EMOTIONAL INTELLIGENCE COUNTS?

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Abstract

The level of commitment to their organizations has been used as a parameter to determine the productivity of such organizations. Studies have used different predictors to determine organizational commitment with varied results. This study was conducted to examine the predictive ability of organizational climate and emotional intelligence on organizational commitment among workers in a brewery company. Cross-sectional survey design was employed while purposive sampling technique was used to select the study population. Data were conveniently collected from 250 participants using validated scales and analyzed using hierarchical multiple regression to test an hypothesis which was accepted at $p < .001$ level of significance. The results revealed that organizational climate and emotional intelligence jointly predicted organizational commitment among study participants [$R^2 = .051$, $F(2, 248) = 6.667$, $p < .001$]. In addition, organizational climate ($\beta = .128$, $p = .004$) and emotional intelligence ($\beta = -.186$, $p = .003$) independently predicted organizational commitment among study participants. The study concludes that organizational climate and emotional intelligence are robust predictors of organizational commitment. Therefore, human resources managers should provide necessary welfare packages to improve workers' organizational commitment.

Keywords: *Organizational climate, Emotional intelligence, Organizational commitment, Brewery workers*

INTRODUCTION

Organization commitment, which is a multidimensional psychological state, defines an employee's relationship with the organization that has an implication on their decision to remain or leave the organization (Aidan, 2020). Organizational commitment consists of affective, continuance and normative commitment (Nizarwan & Fatwa, 2020). Affective commitment refers to employees' identification with, involvement in and emotional attachment to the organization. Continuance commitment refers to employees' awareness of the costs associated with leaving the organization (Nizarwan & Fatwa, 2020). Finally, normative commitment is employees' commitment to the organization based on a sense of obligation to the organization (Nizarwan & Fatwa, 2020). In order to demonstrate strong organizational commitment, studies have shown that employees must engage in positive work behavior such as low levels of absenteeism, tardiness and turnover which results in organizational effectiveness (Aidan, 2020; Piotrowski et al., 2021; Soochang & Wooyeol, 2019).

Some factors have been identified to predict organizational commitment. Two factors were investigated in this study. The first is organizational climate which refers to a set of measurable attributes of the work environment that are required by employees who work in and live in it, and which influences their behavior and motivation (Abbas, 2010). Furthermore, it has been defined as employees' perceptions and attitudes about the organization which influenced their behavior and motivation levels (Wender, 2016). Organizational climate has become so important because of the value employees are attached to the organization (Brown & Leigh, 2017). Watkin

and Hubbard (2013) found organizational climate to directly account for up to 30% of the variance in employees' performance and commitment.

Studies have found organizational climate as a predictor of organizational commitment. For instance, Cigdem and Reyhan (2016) found an organizational climate to improve employees' performance leading to higher levels of organizational commitment among their study participants. Waktola (2014) found employees with a high level of organizational climate would develop a high degree of autonomy and nurtured relationships between peers, supervisors and subordinates which resulted in having more satisfied workers and therefore a high level of organizational commitment. Jyoti (2013) conducted a study on the effect of organizational climate on job satisfaction, job commitment and intention to leave and found organizational climate predicting positive relationship on job commitment. In addition, the study revealed that an organizational climate that supports collaboration increases job satisfaction of the employees and commitment.

Other extant studies have found organizational climate to predict organizational commitment. Adenike (2011) who determined the relationship between organizational climate and job satisfaction among faculty members in a Southwestern Nigerian university found a significant positive relationship between organizational climate and job satisfaction. Fauziah et al. (2010) found organizational climate as a strong predictor of employees' commitment.

The second factor considered in this study is emotional intelligence which is described as the ability to monitor and differentiate emotional experiences from one another and to use this knowledge to direct one's thoughts and actions. It is the capability to recognize one's own emotions and those of others, to influence feelings and relate them to tasks such as thinking and problem solving, to adjust emotions, including the ability to control one's own emotions and the ability to inspire or relax other individuals (Alsughayir, 2021; Dhani & Sharma, 2019; Majeetha & Nirmala, 2020). Many companies have recognized that in order to stand out in today's dynamic business world, they require not only academic abilities but also emotional intelligence from their employees (Gunu & Oladepo, 2014; Wen, 2020).

Some studies on emotional intelligence and organizational commitment showed varied results. For example, Alonazi (2020) who investigated the effects of emotional intelligence on job performance among 340 nurses in the period of COVID-19 found emotional intelligence as a significant predictor of their job performance. Furthermore, Kim and Foroudi (2020) who investigated the effect of manager's emotional intelligence and cognitive ability on organization commitment among 623 textile and garment workers found managers with higher cognitive ability on emotional intelligence to perform better and increase their productivity than those with lower cognitive ability on emotional intelligence.

In addition, Chong et al. (2020) who investigated the relationship between the level of emotional intelligence and job performance of academicians in Malaysia found a significantly positive relationship between emotional intelligence and job performance. A similar line of study was conducted by Ramli and Novariani (2020) on the effect of emotional intelligence on organizational commitment among 251 workers in private hospitals in Indonesia and found significant and positive relationships between emotional intelligence, organizational commitment and job performance. In another study, Akintayo et al. (2020) found emotional intelligence to predict organizational commitment among 100 staff in Nigeria Breweries. Conclusively, Sodeinde (2024) and Wen (2020) found emotional intelligence to positively predict organizational commitment of college teachers and thus improve their productivity at the workplace.

The contributions of organizational climate and emotional intelligence have been investigated using different populations and samples with varied results. Also, studies linking organizational climate and emotional intelligence to workers in the brewery industry especially in Nigeria are lacking which leave a gap in knowledge to fill. Therefore, the purpose of this study was to explore the predictive ability of organizational climate and emotional intelligence on organizational commitment among workers in a Nigerian Brewery company. The study sought to provide an

answer to the question: Would organizational climate and emotional intelligence jointly and independently predict organizational commitment among workers in a Nigerian Brewery company?

The study would bring insight into the contributions of organizational climate and emotional intelligence on workers' commitment to their organization. Human resources managers and work managers would be informed on the design and planning of duties that would make workers committed to their organizations.

Theoretical construct

The study was anchored using Person-Environment (PE) Fit Theory. This theory was proposed by Kurt Lewin with the maxim $B = f(P, E)$, in words, it says, behavior is a function of person and environment. It states that everyone has a work environment with which they are most compatible. That the person's characteristics in the equation includes their interests, preferences, knowledge, skills and abilities (KSAs), personality traits, values, and goals. The environmental side of the equation includes attributes such as the vocational norms, demands of the job, job characteristics, and organizational culture and values. The tenet of the theory is that: If an individual works in an optimally compatible environment, many good things would happen such as improved work attitude, performance, and less stress (Armitage & Nasser-Amar, 2021).

Organizations normally seek to select workers who will best meet the demands of the job, adapt to training and changes in job demands, and remain loyal and committed to the organization. On the other hand, prospective employees would want to find organizations which make use of their particular abilities and meet their specific needs. Achieving these goals in a systematic manner requires a taxonomy of characteristics of actual and potential organizational members and of the organizational environment. When these needs are met, it would lead to employee commitment to the organization.

METHOD

Research Design

The study adopted cross-sectional survey design where data were collected using validated questionnaires. The independent variables were organizational climate and emotional intelligence while the dependent variable was organizational commitment.

Purposive sampling technique was used to select one brewery company in Ebonyi State while convenience sampling technique was used to distribute the questionnaires to the study participants.

Instruments

Organizational Climate Scale (Jones & James, 1979) was used to measure perceived organizational climate of the study participants. The scale consisted of a 9-item scored using a 5-point Likert's format ranging from 1=strongly disagree to 5 = strongly agree. Sample items include: "My organization has procedures that must be followed" and "I make my own decisions in the organization without checking on the boss". Cronbach's alpha obtained was 0.946.

Emotional Intelligence Scale (Mayer et al., 1999) was used to assess emotional intelligence of the study participants. The scale consisted of a 7-item presented in a 5-point Likert's format with responses ranging from 1= strongly disagree to 5 = strongly agree. Sample items include: "I know my inner feelings and can use it to make decisions" and "I can handle my emotions well when dealing with others" Authors obtained Cronbach's alpha of 0.848 while in this study, Cronbach's alpha of 0.81 was obtained.

Organizational Commitment Scale (Meyer & Allen, 1997) was used to determine organizational commitment of study participants. The scale consisted of 8 items scored using a 5-point Likert's scale ranging from 1=strongly agree to 5= strongly disagree. Sample items include: "I am loyal and committed to my organization" and " I am well directed by the managers of the organization". In this study, Cronbach's alpha of 0.875 was obtained.

Procedure

A formal letter was collected from the Department of Psychology, Alex Ekwueme Federal University, Ndufu-Alike, Ikwo to introduce the researchers to the organization for the distribution

of the research questionnaires. Based on the approval by the organization, potential participants were met during lunch breaks and were invited to participate in the study. They were informed of the voluntary nature of the study and assured of the confidentiality of their responses. Because of the nature of their work, some participants who agreed to participate in the study collected the questionnaires and gave a date for the researchers to come back for collection. A total of 270 questionnaires were distributed of which 257 were retrieved accounting for 95% response rate. However, during screening and coding seven questionnaires were found to be half-filled and were removed leaving 250 used for the analysis.

Data Analysis

Data collected were analyzed using IBM[®] SPSS version 22. Both descriptive and inferential statistics were computed. The hypothesis was tested using hierarchical multiple regression analysis and accepted at $p < .001$ level of significance.

RESULT

Participants

A total of 250 out of 375 workers of Nigeria Breweries Plc participated in the study. Descriptive statistics revealed that 199(80%) were male workers while 51(20%) were female workers. The participants' age ranges between 20 and 50 ($M_{\text{age}} = 32.148$, $SD = 10.053$).

Table 1: Tables of mean, standard deviation and zero-order correlation of the study variables

Variable	Mean	S.D	1	2	3
1.Org. commitment	49.916	6.486	-		
2. Org. climate	12.634	5.324	.593*	-	
3. E.I	16.024	6.041	.129*	-.187	-

Note: S.D = Standard deviation, Org. commitment = organizational Commitment, Org. climate = Organizational Climate, E.I = Emotional Intelligence. * $p < .001$ level of significance

In Table 1, the zero-correlation showed that organizational climate ($r = .593$, $p < .001$) and emotional intelligence ($r = .129$, $p < .001$) positively correlated with organizational commitment.

Table 2

Hierarchal Multiple Regression Showing the relationship between Organizational climate, emotional intelligence and organizational commitment.

Model	B	SEB	β	t	p
Constant	50.853	1.808		28.133	.000
Organizational climate	.083	.040	.128	2.065	.004
Emotional Intelligence	-2.987	.996	-.186	-3.000	.003

NB: N = 250, $R = .226$, $R^2 = .051$, $F = 6.667$

According to Table 2, organizational climate and emotional intelligence jointly predicted organizational commitment among study participants [$R^2 = .051$, $F(2,248) = 6.667$, $p < .001$] which accounted for 5.1% variance explained in organizational commitment. In addition, organizational climate ($\beta = .128$, $p = .004$) and emotional intelligence ($\beta = -.186$, $p = .003$) independently predicted organizational commitment among study participants. Therefore, the hypothesis was supported.

DISCUSSION

The hypothesis that organizational climate and emotional intelligence would jointly predict organizational commitment among workers in a brewery company was supported. The result from this study revealed a significant relationship between organizational climate and organizational climate among participants, indicating organizational climate and emotional intelligence as robust predictors of organizational commitment among study participants. This

implies that when there is a good structure, adequately shared responsibility, less conflict and risk, more support, reward and approval would lead to job satisfaction which in turn would help create a bond of organizational commitment to the company. These findings corroborated previous studies that showed the interaction of organizational climate and emotional intelligence as strong predictors of organizational commitment (Cigdem & Reyhan, 2016; Kim & Foroudi, 2020). Furthermore, the findings in this study supported results obtained by Okurame et al. (2024) where organization climate is adequate and managers demonstrate reasonable levels of emotional intelligence in handling and running the organization, higher percentage of workers demonstrated higher level of commitment to the organization.

Moreover, the results revealed that both organizational climate and emotional intelligence independently predicted organizational commitment. This means that wherever the two variables are used, workers in this organization are ready and willingly to commit to the affairs of the organization. Workers would be committed to an organization with good working conditions, structure, reward system, support and less work conflict compared to an organization without these attributes. Similarly, a worker with a high level of emotional intelligence will show a high level of organizational commitment compared to a worker with a lower level of emotional intelligence. Dhani and Sharma (2018) and Ramli and Novariani (2020) findings lent credence to the present finding where both variables were found to contribute to organization commitment in their respective studies.

CONCLUSION

The study investigated organizational climate and emotional intelligence as predictors of organizational commitment. The finding revealed that both joint and independent contributions of these factors in organizational commitment among study participants.

The study has some limitations that include the use of self-reported questionnaires which were not free of response bias. Further study should include focus group discussion and sourcing data from the company's internal records to triangulate data collected from self-reported questionnaires. In addition, the study was only in one brewery company with a sample size of 250 which hinders generalization of study findings. Further study would benefit from including other similar companies and increase sample size to achieve generalization of study findings. Finally, only two independent variables were investigated which were not exhaustive, therefore further study should include social support, personality traits and learned helplessness.

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