

Organizational Culture And Employee Work Commitment: A Dialectical Approach Into Construction Companies In Lagos State

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Abstract

The shared system of values, beliefs, assumptions, norms, practices, and behavioral patterns that characterize an organization and guide how its members interact, make decisions, and conduct business has been a pillar that connect the members of the organizational . This study examined the relationship between organizational culture and employee commitment in Nigerian construction organizations. Grounded in social identity theory and organizational identity theory, the research investigated how organizational values and beliefs, organizational norms, shared sense of purpose, recognition and appreciation, and mission and strategy influence employee commitment. Employing a cross-sectional survey design, data were collected from construction professionals using a simple random sampling technique to ensure representativeness and minimize selection bias. A structured questionnaire was administered to respondents across various construction firms in Nigeria, and the collected data were analyzed using appropriate statistical techniques including correlation and regression analyses. The findings revealed that all five dimensions of organizational culture, values and beliefs, norms, shared sense of purpose, recognition and appreciation, and mission and strategy - demonstrated significant positive relationships with employee commitment. These results underscore the critical role of organizational culture in fostering affective, continuance, and normative commitment among construction employees. The study contributes to organizational behavior literature by validating identity theories within the Nigerian construction sector and provides practical insights for industry leaders seeking to enhance workforce commitment through deliberate cultural development initiatives. The research recommends that construction organizations prioritize the cultivation of strong cultural foundations, establish robust recognition systems, and ensure clear communication of mission and strategy to build more committed and productive workforces capable of navigating the unique challenges of Nigeria's construction industry.

Keywords: Employee Commitment, Organizational Belief, Organizational Culture, Organizational Norms, Organizational Value, Work Commitment, Shared Values, Shared Purpose, Recognition and Appreciation

1. Introduction

In a modern work environment, organizational culture has become a fundamental element that sparks employee commitment and positive work attitude. Employee commitment likewise has played a major role in transforming organizational progress, provoking efficient organizational, and work culture. In the contemporary business ecosystem, an increasing emphasis is on job satisfaction, which by extension strengthens employee commitment. Employee commitment is not only defined by tenure or time spent in the workplace; rather, it mirrors an employee's emotional bond, engagement, and willingness to play a vital role in a significant manner in the accomplishment of organizational goals (Asemota & Asemota, 2025). It is argued that committed employees are likely to be highly productive, creative and resilient even in the face of turbulent challenges in the workplace.

Firms that foster a culture of trust, offer a chance for growth, and ensure employees' values are aligned with their corporate missions are more likely to earn strong employee commitment. Thus, employee commitment attracts a positive and healthy organizational culture that will gear the entire workforce to manifest their positive psychological offering to the organizational (Bhuiyan, Adu, Ullah & Islam, 2025). Hence, this commitment fosters social collaboration, decreases turnover effect, and influences sustainable work performance, making it a cornerstone of thriving contemporary work environments.

It is pertinent to establish that employee commitment and organizational culture are deeply rooted and associated together in the workplace, and the latter stimulates the former. In fact, they are Siamese twin that cannot be separated for any forward-looking managers in the corporate environment. The recent study of Lestari, Suyono, Elisabeth and Suyono (2025) claimed that a robust, healthy organizational culture is characterised by mutual values, effective and open communication, shared respect, and a clear sense of purpose. This provides an ecosystem where employees have a great sense of value and ownership, supported and aligned with the organizational's mission and goals (Amoah *et al.*, 2025). This feeling of shared work ownership and purpose promotes a greater degree of commitment, as individuals are more likely to invest cognitively and intellectually in their work. The recent research of Dunger (2023) further argued that committed employees play a pivotal role in maintaining and improving the culture by preserving and representing its philosophies, encouraging teamwork, and driving high performance. When culture and commitment are in agreement, organizations will experience work innovation, employee retention, commitment from the workforce and overall organizational success.

In furtherance of this discourse, Volkova and Chiker (2020) posited that in the present challenging and competitive business space, the essentials of organizational culture in promoting employee commitment cannot be underrated, and it is considered a critical component to be investigated. At the same time, the culture of the organization is standardised with shared norms, mutual understanding, and principles that directly guide the behaviour and work ethics of the employees in the organization. This cultural basis, however, fosters emotional affinity and psychological attachment and ownership, provoking higher levels of affective commitment where individuals sincerely want to bond and remain with the company (Soomro *et al.*, 2024). It has been established that when individuals perceive that organizational culture supports their personal and professional growth. Recognises their contributions, and offers excellent work experience, they in turn nurture powerful normative commitment on the account of the sense of obligation and loyalty to the company (Witasari *et al.*, 2025). However, a toxic or non-aligned organizational culture may erode employee commitment, promoting heightened dysfunctional work behaviour and employee turnover. Thus, the relationship is bidirectional in nature, as dedicated employees also function to strengthen positive cultural elements via their work attitude and association with other colleagues in the team. Therefore, firms that successfully promote positive and healthy cultures premised on trust, empowerment, and align them with the career growth of their workforce will experience and realise strong, higher retention rates, increased job satisfaction, and stronger organizational citizenship behaviour. Whilst creating a virtuous cycle where culture and commitment exclusively stimulate each other to positively influence organizational success. Against this backdrop, this study seeks to investigate the impact of organizational culture dimensions on employee dedication and work commitment among some construction companies in Lagos State, Nigeria.

2. Literature

Cultural values of the organization serve as the unseen organizational blueprint that directs and guides every interaction, behaviour, desire, transaction within the work environment, functioning not merely as a backdrop but as a major determinant of individual behaviour in the workplace. In the contemporary business world, where evolving technology is transforming conventional boundaries and generational diversity provides unusual complexity, culture has therefore upturned its conventional role and become a pivotal force that either drives members of the organization to be more committed or discourages them thereby leading to exiting the organization (Villar & Guevara, 2025). Empirical findings have illustrated that individuals in an organization are not only seeking compensation and benefits alone, but equally having a preference for psychological safety, goal alignment, and genuine connection to something bigger than themselves, making culture the essential

denominator in talent retention and work engagement (Asrul, Jusriadi, & Anggoro, 2025). Therefore, the association that exists between culture and employee commitment functions as what is explained as cultural resonance, where individuals encounter a united accord between their personal life domains, values, career goals, and the lived reality of their workplace. When this resonance is powerful, an individual not only comes to work but also becomes a cultural ambassador who represent the company's values in their everyday relationships, decision-making procedures, and their career plan (Wuryanto & Lahindah, 2025). However, cultural dissonance establishes a consistent resistance that manifests as disengagement, diminishes productive work behaviour, and eventually turnover intention, regardless of competitive pay. This occurrence is apparently pervasive among the millennial youths who give credence to cultural fit and value alignment over conventional existence of a secured job, fundamentally reshaping how organizational s must approach talent management and retention strategies (Azizan *et al.*, 2025).

Contemporary organizational culture is a complicated environment of mutual narratives, behavioural norms, communication forms, and unwritten rules that jointly establish what experience means in terms of what real work is in the organizational . This cultural environment predicts how emotionally secure employees are to innovate, voice their concerns, and bring their genuine personality to work, or whether they retreat into protective compliance that reduces risk but also reduces contribution (Rivai, 2025). The most dedicated individuals are typically those who feel their individual growth trajectory is inextricably associated with the organizational 's progress, establishing a symbiotic relationship where individual development and organizational achievement become share reinforcing rather than competing priorities (Jaha, Huynh, & Mass, 2022).

The digital transformation of work, however, has offered a new paradigm into the culture-commitment dynamic, as organizations must now cultivate connection and belonging across virtual spaces while maintaining the human elements that drive deep engagement (Udomchairat, Uon, & Prayurhong, 2025). Organizational s that have successfully navigated this transition have discovered that culture becomes even more intentional and explicit in distributed work environments, requiring leaders to actively model values, create structured opportunities for meaningful interaction, and invest in technologies and processes that support authentic relationship-building rather than mere task coordination (Mutmainna, Nuryadin & Arafah, 2025). The paradox of remote work is that while it offers unprecedented flexibility and work-life integration, it also demands more deliberate cultural cultivation to maintain the emotional and psychological bonds that transform individual contributors into committed team members.

Perhaps most significantly, the relationship between culture and commitment in today's workplace is increasingly bidirectional, with employees not merely adapting to existing cultures but actively shaping and co-creating the cultural environment through their feedback, behaviour, and collective expectations (Kaur, Pingle & Jaiswal, 2024). This shift represents a fundamental evolution from top-down cultural imposition to collaborative cultural development, where the most successful organizational s recognise that sustainable commitment emerges when employees feel they have genuine agency in defining not just what work gets done, but how it gets done and why it matters. In this new paradigm, organizational culture becomes less about maintaining static traditions and more about creating adaptive frameworks that can evolve while preserving core values, ultimately fostering the kind of deep, resilient commitment that transforms ordinary workplaces into extraordinary communities of purpose and achievement (Olafsen, Nilsen, Smedsrud, & Kamaric, 2021).

2.1. Theoretical Framework

2.1.1 Social Identity Theory

Social identity theory was developed by Tajfel and Turner (1970), offering a profound framework to underscore the significance of organizational culture on employee commitment via the perspective of group membership and identity formation. The theory contributes to individual affinity to group pathways. The theory further explains that a powerful culture establishes mutual identities that foster commitment through group cohesion and pride (Hu, 2025). This is increasingly essential in the modern work environment where conventional organizational structures are flattening and team-based organogram demand robust cultural ties. This theory posits that

employees derive part of their self-concept from their membership in social groups, including their organizational , and are driven to establish distinction for these groups to improve their self-esteem (Ashforth & Mael, 2024). Organizational culture serves as the background for establishing mutual social identity by creating shared values, beliefs, rituals, and symbols that prescribe what it takes to align with the philosophies of the organizational . The theory is of the view that when an individual strongly acknowledges the culture of the organizational , they internalise its values and characteristics as an aspect of the employee's personal identity. This leads to an increased cognitive bond and commitment (Wang, Zhang, Wong, 2024). This process is largely meaningful when the firm's culture is seen as distinguished, noble, or aligned with individual personal values, as the employees would like to maintain membership with the organizational that optimises their social identity. The importance of this cultural identity theory is that it enables employees to directly impact the commitment trajectory of the employees, as they are emotionally invested in the company's progress and reputation. This fosters individuals to perceive organizational success as personal achievement and threats to the firm as their own challenges (Whelan, 2025).

2.1.2 Organizational Identification Theory

The proponent of organizational identification theory is Ashforth and Mael (1980), and was later developed by Pratt (1998), and built upon Tajfel and Turner's (1970) social identity theory to underscore how employees describe themselves in relation to their workplace. The theory posits that individuals commit to the organizational s when they observe that their personal identity aligns with the organizational values (Veldsman, & Veldsman, 2025). Sim *et al.*, (2025) claimed that a powerful and clearly established culture offers a basis for the identification procedure of organizational culture. In the contemporary business environment, this framework fosters understanding of how inclusive cultures that acknowledge several perspectives tend to produce extensive commitment across diverse employee categories and demographics. In other words, this theory argued that individuals nurture commitment via a mental process of identifying with their organizational , critically integrating organizational membership into their self-concept. It has been established that when organizational culture offers clear, appealing, and distinguished features like significant values, meaningful mission, positive reputation, and collective traditions, employees are likely to experience organizational identification. This identification pathway provides a powerful background for employee commitment because it shapes the employment interaction from ordinary exchange to a stronger cognitive bond where employees have a sense of personal investment in organizational achievement.

Modern study has demonstrated that organizational culture serves as the major premise in which identification evolves, as culture communicates what the organizational stands for, its policies, operational pathways, and what it means to be a member. Therefore, solid organizational cultures that focus on exceptional values, recognise accomplishment, foster healthy social treatment, and establish meaningful organizational narratives offer individuals with clear identity anchors that reinforce the identification process. In the same direction, the study of Nevile *et al.*, (2025) supports this view that whenever individuals strongly identify with their company, they manifest a greater degree of affective commitment. This means that they are likely to engage in discretionary behaviours that benefit the organizational , exhibit strong loyalty in the turbulent moment, and discourage turnover intention behaviour, making organizational identification a powerful concept through which culture drives persistent employee commitment in today's work ecosystem.

2.2 Conceptual Review and Hypothesis Formulation

2.2.1 Values, Belief, and Employee Work Commitment

One of the veritable dimensions of organizational culture is values and beliefs, and it shares a significant relationship with employee work commitment, which runs through several psychological and behavioural trajectories. Values of an organizational mirror cogent philosophies and standards that direct the affairs of the organizational decision-making and behavioural pathways (Chaanine, 2025). It serves as an ethical directory that shapes the normative and desirable, and what is considered worth pursuing within the organizational . Therefore, Piasecki, and Lawrynowicz, (2025) argued that whenever individuals in the workplace observe a match between their personal values and those of the organizational , they experience a sense of person-organizational fit that

improves their emotional bond and commitment to the workplace. Likewise, beliefs constitute the mutual conventions and expectations regarding how work should be done, the prescribed behaviour that provokes success, and what the organizational stands for in its core context (Nuhu *et al.*, 2025). These beliefs produce a psychological model in which personnel process and interpret their work experiences and obtain significant knowledge from the members of the organizational .

The connection, however, between these cultural dimensions and employee commitment is notably reciprocal and reinforcing. The extant literature has established that when organizational values address employee growth, creativity, fairness and social responsibility, they foster an environment where employees feel valued, respected, and motivated. This directly boosts employee affective commitment (emotional bond), continuance commitment (perceived cost of leaving), and normative commitment (sense of obligation to remain). Hence, a clearly articulated value system and beliefs of organizational culture ameliorate uncertainty or doubt, offer behavioural pathways, create a sense of stability, and predictability that reinforces employees' confidence in the workplace. This, in other words, strengthens employee commitment to glue with the organizational (Mustika & Maksum, 2025). Furthermore, Lestari, Suyono, Elisabeth & Suyono, (2025) claimed that when these cultural elements are clearly and genuinely practised rather than ordinarily stated, they build trust and reliability, which are the basis of employee commitment. However, a mismatch between advocated values and standard organizational practices, or the presence of values that are not aligned with an individual's personal ethical framework, may decimate commitment and lead to cynicism, disengagement and turnover intention. Therefore, organizational values and beliefs serve as a cultural DNA that showcase the core beliefs, enduring conventions, and fundamental elements that bond the organizational together and reinforce employee commitment. Values and beliefs in organizational culture have been further established to prevent cultural drift and ensure long-term significant practices, making these essential predictors of employee commitment and retention in the workplace (Ng, Raghavan, & Ho, 2025). Hence, this study makes a hypothesis here that: ***H₁: Values and beliefs of organizational culture influence employee work commitment.***

2.2.2 Organizational Norms and Employee Work Commitment

Organizational norms, as a critical aspect of organizational culture, illustrate the rules that are not written, normative behaviour, and mutual standards that direct workforce interactions, duties and individual conduct within the work environment. The norms create an environment of acceptable and unacceptable behaviour, establishing a social avenue that shapes everyday routine work and interactional dynamics (Asemota & Asemota, 2025). On the other hand has been demonstrated that when the organizational norms are aligned with employees' values and beliefs, they are comfortable with the workplace and exhibit a high level of commitment to organizational goals and objectives (Trivedi *et al.*, 2025). Thus, the conceptual association between organizational norms and employee work commitment runs via a strong mechanism of social drive, conformity and behavioural reinforcement. When organizational norms address partnership and collaboration, shared support, and par excellence work attitude, employees have this sense of a meaningful workplace experience that is worthwhile, and by extension promote employee stronger commitment (Bhuiyan *et al.*, 2025). In addition, norms that acknowledge fairness, recognition, improved quality of worklife, and employee voice enhance perception of organizational justice and support, which are fundamental influences of normative commitment (Akinwale, Asonye, Durojaiye, & Jogunomi, 2025).

Therefore, the impact of organizational norms on employee work commitment is largely strong as norms function via both explicit expectations and minimal social pressure that guide behaviour and attitudes in the long term in the workplace. Oleksa-Marewska and Springer, (2025) further argued that when an individual perceives and integrates norms that recognise sustainable thinking, discretionary behaviour, and shared accomplishment over personal gain, such a person develops strong identification with the organizational and a greater willingness to invest in going above and beyond the behavioural framework. On the other hand, negative norms like excessive competition, blame cultures, and tolerance of incivility, or expectations of extreme overwork, can severely erode employee commitment by giving stress, undermining trust, and making the workplace psychologically insecure (Mustika & Maksum, 2025). Thus, the consistency and generality of norm enforcement are also important when

norms are offered inequitably or leadership behaviours contract established norms, individual experience cognitive dissonance and perceived hypocrisy, which damages their commitment and engagement. Furthermore, organizational norms drive continuance commitment by shaping the social costs of turnover intention behaviour. Hence, robust and positive norms offer valuable social networks and relationships that employees would lose upon exiting the organizational (Sultan, 2025). Therefore, organizational norms serve as a behavioural manifestation of culture that directly shapes the daily experience in which commitment is nurtured, maintained, or eroded, making them an important predictor of employee retention, engagement, and organizational loyalty. This study hypothesises that: ***H₂: Organizational Norms significantly influence employee work commitment.***

2.2.3 Unified Sense of Purpose and Employee Work Commitment

A unified sense of purpose, as one of the significant elements of organizational culture, exhibits a mutual understanding and shared conviction among members of the organizational regarding the rationale surrounding the existence of the organizational, its aims, and how employee contributions are associated with larger organizational objectives (Manna *et al.*, 2025). This cultural dimension goes beyond just the mission statement or strategic goals to represent a deeply incorporated, psychologically resound knowledge of the organizational's existence and its significance beyond economic gains. Therefore, the conceptual connection between a unified sense of purpose and employee work commitment is extremely essential as it serves as a strong emotional direction that offers a meaningful pathway, and encourages individual work roles and activities (Su *et al.*, 2025). In the same line of discourse, Udin, Chanthas, and Danajoyo, (2025) further claimed that when individuals observe that there exists a clear, compelling, and socially valuable purpose in an organizational involving innovation, social impact, customer transformation, or solving cogent challenges, the employees are likely to perceive their role as internally motivated than just transactional. This gears up the employee to be more committed and boosts the affective commitment of the employee in the organizational (Chouhan, 2025). This sense of purpose with meaningful work positively reinforces both normative and affective commitment by producing psychological affinity premised on pride, inspiration, and identification with the organizational's mission and strategy goals.

Durand and Asmar, (2025) believed that the relationship between unified purpose and employee work commitment functions in several interrelated trajectories. One, a strong sense of purpose offers psychological clarity and removes ambiguity concerning organizational priorities, allowing people to make informed decisions and distribute energy in ways that conform with the organizational objectives. This, in return, strengthens their sense of efficacy and identification with purpose. Two, a collective purpose establishes a social bond and shared identity by uniting diverse individuals around the same aspiration, reshaping a collection of employees into a purposeful community working toward shared goals. This communal bond critically improves normative commitment by offering feelings of shared obligation and loyalty (Al Halbusi *et al.*, 2025). The third one is that purpose-driven cultures appeal and help to maintain individuals whose personal values resonate with the organizational mission, producing genuine value congruence that intensifies commitment and discourages turnover intentions (Fernandes *et al.*, 2025). Studies have established that organizational s that successfully and meaningfully embed a unified sense of purpose into their practices create an atmosphere where the workforce perceives their work as a natural calling rather than just a salaried job. This has been further argued that it promotes engagement, employee commitment, discretionary work effort, and willingness to persevere through challenges (Ghadi, 2025; Zhang, Xu, & Liu, 2025). However, organizational s that have no clear or credible sense of purpose, or where established purpose negates actual practices, will experience distrust, negativity, pullout from the organizational, and undermined commitment as individuals struggle to realise meaning in their work. Thus, a unified sense of purpose serves as a cultural energy that shapes work from mere transactional exchange into a relational framework. Making it one of the strongest predictors of endured employee commitment, essentially within knowledge personnel and purpose-oriented generations who consistently seek meaningful work experiences and financial rewards. Therefore, this study makes a hypothesis that: ***H₃: Unified Sense of Purpose significantly influences Employee Work Commitment.***

2.2.4 Recognition and Appreciation and Employee Work Commitment

Recognition and appreciation form a cogent dimension of organizational culture, demonstrating structured, logical and informal practices through which organizational s recognise value and acknowledge employee involvement, accomplishment, and inherent worth as members of the organizational (Wang, Wu, & McGinley, 2025). It is a cultural dimension that transcends beyond a formal reward system to encompass daily expressions of gratitude, acknowledging the efforts of the performing employees, celebrating the milestones, and authentic appreciation for special talents and the committed workforce brings to their work roles (Kwarteng, Frimpong, Asare & Wiredu, 2024). Therefore, the connection that exists between recognition, appreciation and employee work commitment is deeply rooted in fundamental psychological needs for validation, identification, and competence that are central to human motivation and organizational bond. The study of Ishola (2025) has discovered that when an individual works within a cultural environment, persistently acknowledging their contributions, the individual experiences improved self-worth, professional validation, and the perception that their efforts and energy count towards the progress of the organizational . This directly reinforces affective commitment, creating a strong psychological connection with the work environment. Recognition is tangible evidence that the company notices, values, and cares about the individual and not just a mere exchange of resources. It further fosters emotional cohesion nurtured by shared respect and reciprocal loyalty. Also, cultural practices of appreciation offer an emotional safety atmosphere where individuals have strong confidence in taking initiative, bringing ideas, and exhibiting discretionary effort, as their input and efforts will be appreciated and not overlooked or taken for granted in the workplace (Stranzl, & Ruppel, 2025).

Hagelstein, Wahl, Stranzl, Einwiller, and Ruppel, (2025) further posit and demonstrate the influence of recognition and appreciation on employee work commitment, function through diverse reinforcement and social exchange models that transform attitude and behaviour in the long term. Through the social lens, when an organizational show appreciation for employees, it indicates a felt obligation to give back in return for employees' loyalty, effort and commitment, to the employees who feel valued and likely to develop normative commitment. This is characterised by a sense of duty and moral obligation to remain with and support the organizational . Constant recognition of efforts and dissipated energy by employees also strengthens desired behaviours and performance standards, offering clarity on what the organizational wants, and motivating persistent engagement and a culture of excellence (Kumar, & Vasudevan, 2024). It is worth understanding that the timelines, specificity, persistence, and sincerity of recognition directly moderate its efficacy, genuineness, and personalisation appreciation, which make a peculiar contribution and align with individual preferences, proving more effective than common gestures. In addition, a peer-to-peer culture of recognition and appreciation rooted within team cultures helps build supportive social networks and collegial inclination that improve continuance commitment, making the workplace interaction meaningful and valuable assets employees would forfeit upon departure. However, organizational culture that lacks elements of recognition and appreciation, where workforce input is not noticed and valued, or where appreciation is not equitably distributed, will provoke discord, disengagement, and perception of organizational injustice that weaken employee trust and commitment. Employees in recognition-deficient cultures always experience unseen, undervalued, or instrumentalised, which negatively affects their emotional bond and obligatory attitude to the organizational . Hence, recognition and appreciation serve as fundamental cultural mechanisms that convey organizational value systems, validate employee worth, and stimulate the unwritten employment contract, making them inevitable determinants of sustained employee commitment (Imran, Ghazwam, & Firmansyah, 2025). Therefore, this study hypothesises that: ***H4: Recognition and appreciation as dimensions of organizational culture predict Employee Work Commitment.***

2.2.5 Mission and Strategy and Employee Work Commitment

Mission and strategy, as a basis of organizational culture dimension, signify the structured and intentional pathways in which an organizational describes its identity, competitive posture, and blueprint to accomplish its objectives in both short-term and long-term horizons. The mission embodies the firm's primary reason for existence and its real value and impact it intends to add to the stakeholders and the environment of the business. Strategy prescribes the thoughtful plans, priorities, and resource distribution decisions and operationalises this mission into actionable initiatives (Iduozee, Iduozee, & Omoyebagbe, 2025). The relationship between mission,

strategy and employee work commitment is basically rooted in the workforce's need for clarity, coherence, and confidence in their organizational 's direction and viability. Yusuf, Bakare, Abubakar, and Murtala, (2025) stated that when a firm's mission and strategy are clearly structured and compelling, and a well-defined strategy, employees will understand it and believe in both mission and strategy. This creates cognitive alignment and emotional security that impacts employee commitment. Employees who clearly understand how their work roles relate and associate with overall organizational strategic objectives will experience greater meaningful work and purpose, which reinforces affective commitment. This shapes everyday tasks from isolated activities into significant contributions geared towards valued outcomes (Motsathebe, & Molefi, 2025). Prior study has established that a credible and inspiring mission offers members of the organizational a sense of direction and an attitude of identification that goes beyond ordinary operational concerns. It fosters pride in members of the organizational and psychological attachment with the firm's aspirations and achievements (Chen, Chen, & Ng, 2025).

Elizabeth, Notosudjono, and Hamzah, (2025) further underscores the relationship between mission and strategy and employee commitment in which it operates through a framework of strategic clarity, organizational competence perceptions, and future-oriented confidence that shape individual willingness and commitment to invest their careers and energies in the organizational . Well-communicated strategic priorities decrease role ambiguity and confusion, allowing individuals to prioritise efficiently, making decisions with personal initiative that align with the organizational mission and objectives. This clarity improves both engagement and commitment by offering a structured and significant impact on work events. In addition, a coherent strategy indicates competence of the organizational and leadership quality. Employees develop robust continuance and normative commitment when they observe their organizational is strategically sound, competitively positioned, and likely to succeed in its chosen environment (Anugerah, Muryani & Harriyanto, 2025). The alignment between espoused mission and actual strategic decision proves particularly critical when leadership consistently makes resource distribution, hiring and operational decisions that mirror stated mission and values. This builds credibility and trust that strengthen employee work commitment. Also, inclusive strategy development processes that demand employee involvement and participation foster an ownership attitude and deepen normative commitment via improved psychological ownership and perceived organizational support. The study of Hermawan, Ibrahim, Pahala and Handaru (2025) argued that mission and strategy impact employee commitment by means of their work function by attracting value-aligned employees. Firms with distinguished, socially meaningful missions attract employees whose personal values align with organizational goals and objectives. This rather creates a commitment foundation through person and organizational fit. However, organizational s with mundane and unmotivated missions, often changing strategies, or strategic directions that contradict established values, experience undermined commitment as employees struggle with uncertainty, questionable leadership competence, or experience value conflict that weakens cognitive cohesion (Kipasika, 2024). Thus, mission and strategy play a vital role in cultural elements that offer the cognitive model, directional clarity and inspiration upon which employee commitment is built and maintained. Hence, this study makes a hypothesis here that: ***H₅: Mission and Strategy have a significant impact on Employee Work Commitment.***

3. Methodology

3.1 Research Design

This study adopted a cross-sectional research design to deepen the understanding of the roadmap for the data collection procedure. The essence of this research design is that it helps in an observational approach, collecting data from a population at a single point in time to explain population features and demonstrate relationships that exist among the variables. Thus, cross-sectional data fosters the aid of establishing a correlation between dimensions of culture and employee work commitment within a snapshot. It is a kind of research design that enables observing variables without any prejudice or manipulation (Allen, 2017)

3.2 Population

The population of this study is the construction industry in Lagos State. They are the top seven construction companies in Lagos, and the justification for choosing these organizations lies in the fact that they have a large portfolio of development across different sectors in different states in Nigeria, and they have been established for over 15 years in Nigeria. They involve Cappa and D'Aberto Plc., ITB Nigeria, EL-Alan Construction Company Limited, Black Diamond, Richani Engineering Contracting Limited, Formwork Limited, and Cavalli Project Limited. The staff strength of the organizations is over 4500 employees.

3.3 Sampling Technique and Sample Size

The considered sampling technique is a probability sampling approach, a simple random sampling technique. The rationale for utilising this technique is that the simple random sampling technique fosters the accommodation of every member of the population to have an equal and certain opportunity of being chosen for the sample (Noor, Tajik, & Golzar, 2022). It is premised on an unbiased framework, and uses a random selection approach, frequently allocating numbers to members of the population using a random number to pick the sample. This ensures that the sample is representative and free from researcher prejudice (Pribadi, Ridwan, & Tjalla, 2025). Therefore, the sample size was picked following the suggestion of Krejcie and Morgan (1970) for the sample size determination strategy.

$$n = \frac{X^2 NP (1-P)}{e^2 (N-1) + X^2 P(1-P)}$$

where n = sample size

N = population size = 4500

e = acceptable marginal error = 0.05

X^2 = Chi-square and degree of freedom (3.841)

P = Population proportions (assumed to be 0.5)

$$\frac{3.841(4500)0.5 (1-0.5)}{0.05^2 (4500-1) + 3.841(0.5) (0.5)} = \frac{4321.125}{12.19} = 354$$

Therefore, the chosen sample size is 354 for this study.

3.4 Procedure and Measurement Scale

The study adapted various scales from prior studies of previous scholars to lend credence to this research. The scales of measurement were put together to form a unique research instrument/questionnaire for this study.

Organizational Cultural Values and beliefs: The Value and Beliefs measuring scale was adapted from the study of Nguenta, Wassouo, & Kouabenan (2023) using the structured and organised scale that measures cultural beliefs and values of organizations in Cameroon. The original scale has 12 items, but was modified to 5 items to fit the Nigerian environment on a Likert scale of 7, ranging from strongly agree to strongly disagree. The scale reliability value was 0.79, which demonstrated a solid Cronbach's alpha.

A psychometric scale of measurement was adapted from the study of Van Der Post, De Coning and Smit (1997) organizational culture instrument. The scale has 16 dimensions of culture; reward orientation, identification with organizational, employee participation, performance orientation, task structure, locus of authority, conflict resolution, goal clarity, management style, organizational vitality, policies and procedures, action orientation, concern for people, identity, commitment, locus of authority. This study adapted organizational vitality for organizational norm; reward orientation for appreciation and recognition construct, identification for unified/shared sense of purpose, commitment for employee work commitment.

Organizational Norms: for organizational norms, this study adapted the organizational vitality dimension of Van Der Post, De Coning and Smit (1997) organizational culture instrument, which has 8 items and only 4 relevant items that conform with this study were picked on a 7-point Likert scale. This dimension has a 0.81 Cronbach's alpha coefficient.

Recognition and Appreciation: for recognition and appreciation, this study adapted the orientation dimension of Van Der Post, De Coning and Smit's (1997) organizational culture instrument with 5 items on a 7-point Likert scale. This dimension has a 0.89 reliability value.

Unified Sense of Purpose: For a unified sense of purpose, this study adapted the identification with organizational dimension of Van Der Post, De Coning and Smit (1997) organizational culture instrument with 5 items on a 7-point Likert scale. This also has a Cronbach's alpha of 0.84

Mission and Strategy: For Mission and Strategy, this study adapted the action orientation dimensional aspect of Van Der Post, De Coning and Smit (1997) organizational culture instrument with 5 items on a 7-point Likert scale. This has a 0.74 Cronbach's alpha value for its reliability model.

Employee Work Commitment: For employee work commitment, this study equally modified the commitment dimension of Van Der Post, De Coning and Smit's (1997) organizational culture instrument with 8 items on a 7-point Likert scale; however slightly adapted the only relevant 5 items critical to the Nigerian work environment. The reliability coefficient of the scale was 0.76 alpha value, which makes it consistent. The research instrument utilised has 29 question items for this study.

3.5 Data Analysis Technique

For this study, Smart PLS Structural equation model (SEM) was used to analyse this study due to its multiple dimensions and latent construct of the various adapted scales. The essence of using the Partial Least Squares Structural Equation Model (SEM) helps to optimise the statistical power of the data and improve the precision, effectiveness, and dependability of the data analysis. Smart PLS SEM offers valuable insights from the data analysis procedure and enhances the predictive power of the model (Gorai, Kumar, & Angadi, 2024). Likewise, it strengthens the model's robustness; this analysis technique assists in resolving complicated issues surrounding the multiple datasets challenge. This study involves multivariate datasets, and only SmartPLS offers flexibility by effectively investigating the relationship between latent and observable variables, in contrast to statistical software that often necessitates complex assumptions about the data distribution (Anirvinna, & Goodwin, 2025).

4. Results and Data Analysis

Table 1: Construction Employees Managers Demographic Characteristics

Profile	Frequency	Percentage (%)	Profile	Frequency	Percentage (%)
Gender			Wages & Salary (Per annum in millions Naira)		
Male	145	50.9	1.5m – 2.5m	110	38.6
Female	140	49.1	2.5m – 3.5m	75	26.3
Education			3.5m – 4.5m	70	24.6
Bachelors	105	36.8	4.5m above	30	10.5
Masters	60	21.1	Employee Category		
Coren Certified	75	26.3	Civil Engineer	45	15.8
Other Professionals	45	15.8	Project Manager	35	12.3
Age			General Contractor	35	12.3

21 – 25 years	100	35.1	Project Engineer	40	14.0
25 – 30 years	80	28.1	HRM manager	50	17.5
30 – 35 years	40	14.0	Accountant	45	15.8
35 – 40 years	30	10.5	Construction Plant Operator	35	12.3
40 years above	35	12.3	Employee Commitment Categories		
Employee Skill Competence			Affective Commitment	105	36.8
Skilled	110	38.6	Continuance Commitment	100	35.1
Competent	100	35.1	Normative Commitment	80	28.1
expertise	45	15.8			
Professional	30	10.5			
Work Experience					
0 – 5 years	125	43.9			
5 – 10 years	100	35.1			
10 – 15 years	35	12.3			
15 years above	25	8.7			

Source: Field Survey, 2025 NB: n = 285

From the 354 surveyed sample, 285 were considered useful and relevant for this study, while 69 responses were not valid and mutilated or unclear for the study, as shown in Table 1.

Table 1 shows participants' socio-demographic profile, exhibiting their gender, male and female in the construction industry, and age of the respondents ranging from 21 years to above 40 years of age. The educational background of the surveyed respondents indicates that their educational qualifications ranged from bachelor's degrees, Master's degrees, Council for the Regulation of Engineering in Nigeria (Coren) certification and other related professional certifications. The workforce of the construction industry category of commitment indicated affective, normative, to continuance commitment to various degrees and dynamics. It also indicates the years of experience as well as the salary and reward system.

Table 2: Correlation Analysis and Discriminant Validity

Constructs	EWC	REAP	ORGVA	ORGNOR	MISSTY	USP
EWC	0.67					
REAP	0.71	0.75				
ORGVA	0.63	0.57	0.79			
ORNOR	0.62	0.65	0.71	0.72		
MISST Y	0.68	0.58	0.66	0.59	0.71	
USP	0.64	0.62	0.70	0.66	0.70	0.62
Mean	4.9	5.8	5.6	5.7	4.5	5.3
SD	0.7	0.8	0.7	0.6	0.7	0.8

Source: Authors' Compilation and Field Survey, 2025

Notes: $P < 0.01$, Employee Work Commitment = EWC; Recognition and Appreciation = REAP; Organizational Values and Beliefs = ORGVA; Organizational Norms = ORGNOR; Mission and Strategy = MISSTY; Unified Sense of Purpose = USP; Standard Deviation = SD. Average Variance Extracted (AVE) values are in bold diagonal form; the AVE for the individual construct is higher than the corresponding inter-correlation construct square, indicating discriminant validity is achieved.

Table 2 illustrates the discriminant validity of the adopted instrument, indicating a measure of the elements of the scales, meaning that they are unrelated and reports powerful validity scores. This shows a fit of the research instrument as it measures what the study intends to measure succinctly. Also, the average variance extraction (AVE), which is in bold in Table 2, means that all the square roots of the respective AVE are above the correlation values with other constructs in the model (REF). Hence, the intercorrelation items also demonstrate that the model is fit and that discriminant validity is established.

Table 3: Reliability and Validity Fit Indices for Measuring Organizational Culture and Employee Work Commitment (Convergent Validity and Composite Reliability)

Constructs	Indicators	λ	α	AVE	rho_A
Employee Work Commitment		0.818	0.667	0.828	
	<i>EWC1</i>	0.839			
	<i>EWC2</i>	0.846			
	<i>EWC3</i>	0.838			
	<i>EWC4</i>	0.844			
	<i>EWC5</i>	0.853			
Recognition and Appreciation		0.852	0.745	0.832	
	<i>RAPP1</i>	0.799			
	<i>RAPP2</i>	0.831			
	<i>RAPP3</i>	0.835			
	<i>RAPP4</i>	0.823			
	<i>RAPP5</i>	0.828			
		0.836	0.790	0.839	
	<i>VB1</i>	0.839			
	<i>VB2</i>	0.854			
	<i>VB3</i>	0.838			
	<i>VB4</i>	0.836			
	<i>VB5</i>	0.842			
Organizational Norms		0.845	0.726	0.820	
	<i>ORGNOR1</i>	0.833			
	<i>ORGNOR2</i>	0.829			
	<i>ORGNOR3</i>	0.845			
	<i>ORGNOR4</i>	0.802			
Mission and Strategy			0.849	0.713	0.877

<i>MISTY1</i>	0.821			
<i>MISTY2</i>	0.804			
<i>MISTY3</i>	0.834			
<i>MISTY4</i>	0.819			
<i>MISTY5</i>	0.832			
Unified Sense of Purpose		0.874	0.619	0.856
<i>Unif_Sense_Purp1</i>		0.802		
<i>Unif_Sense_Purp2</i>	0.817			
<i>Unif_Sense_Purp3</i>	0.810			
<i>Unif_Sense_Purp4</i>	0.805			
<i>Unif_Sense_Purp5</i>	0.759			

Source: Authors' Compilation/Own Work, 2025

Note(s): λ = Factor loading, α = Cronbach alpha, AVE = Average Variance Extracted, rho_A = Composite Reliability

Table 3 shows convergent and composite validity. The analysis and the instrument revealed a satisfactory convergent validity for organizational culture and employee work commitment construct with an Average Variance Extraction (AVE) of 0.60 above the threshold of 0.50, and an acceptable composite reliability of 0.80, showing that the items measuring this construct were internally consistent and adequately captured the underlying concept. This shows a good acceptable and standard reliability Cronbach Alpha value of 0.70 and above.

4.2 Analysis of Data and Test of Hypotheses

Table 4: PLS-Structural Equation Model (SEM) Path Analysis Result

Hypotheses	Path Description	Estimates (β)	SE	CR	P-Value	Acceptance Level
H ₁	VB → EWC	0.326		0.402	2.723	**** Accepted/Significant
H ₂	ORNO → EWC	0.427	0.362	3.232	****	Accepted/Significant
H ₃	USP → EWC	0.337		0.324	3.150	**** Accepted/Significant
H ₄	RA → EWC	0.373		0.237	3.224	**** Accepted/Significant
H ₅	MISSTY → EWC	0.357		0.356	2.777	**** Accepted/Significant

Source: Authors' Own Work, 2025 (Note: P-Value = 0.05)

NB: VB = Values and Beliefs; ORNO = Organisational Norms; USP = Unified Sense of Purpose; RA = Recognition and Appreciation; MISSTY = Mission and Strategy

Organizational Culture and Employee Commitment SEM Path Diagram

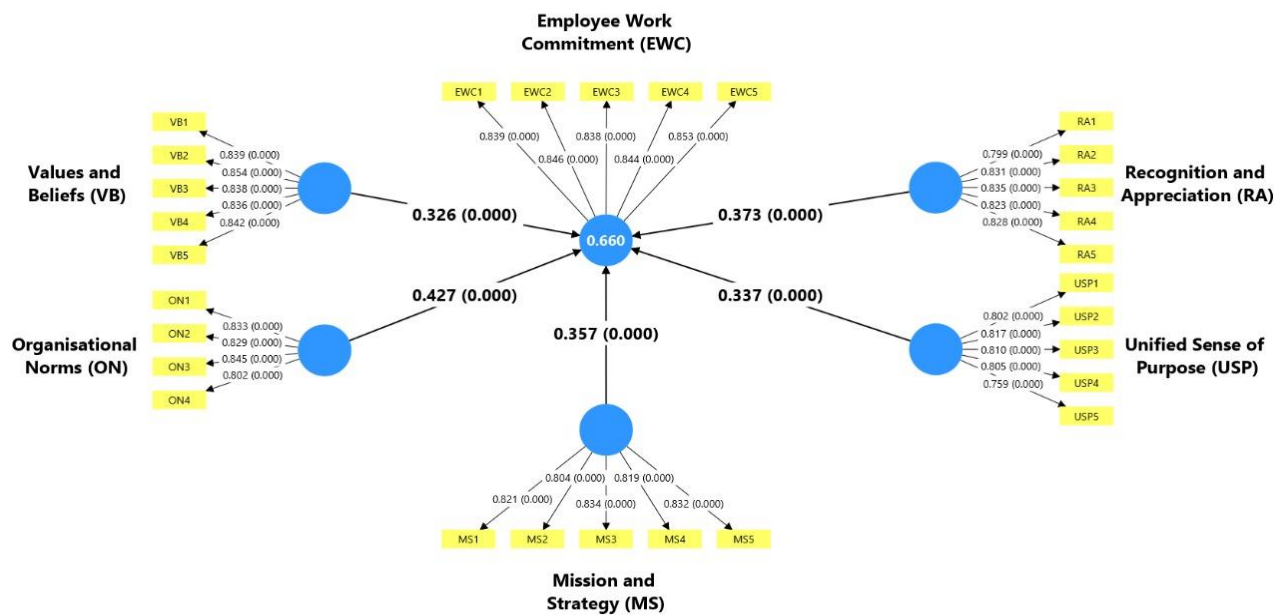


Fig. 1: Partial Least Square (PLS) Structural Equation Model (SEM) Analysis

The hypotheses postulated as demonstrated in Table 4 and Figure 1, which show the connection and relationship between the contemporary dimensions of organizational culture and employee work commitment, as shown from H1 to H5. H1 examines the relationship between organizational values and beliefs and employee work commitment. The outcome of this study shows a positive and significant connection between organizational values and beliefs on employee commitment, with a regression weight of ($\beta = 0.326$, $p = 0.000$). This illustrates that values and beliefs of the organizational s match the expectations of the workforce which directly get them satisfied and by extention strengthen the employees work commitment to accomplish more for the organizational . It shows a robust measure of boosting employees commitment in the construction industry, as it produces expected impact on employees behaviour.

The hypothesis two, H_2 , organizational norms significantly impact employee work commitment. The result of this analysis shows that there is positive significant impact on employee work commitment at a regression weight of ($\beta = 0.427$, $p = 0.000$), demonstrating that there exist 42.7% significant relationship between organizational norms and employee work commitment. The implication of this result is that organizational norms in place at the Nigeria construction industries are favourable with employee job satisfaction and this has positive resultant effect on their work commitment.

The third hypothesis, H_3 , unified sense of purpose significantly influences employee work commitment. The result illustrates that a unified and shared sense of purpose in the organizational always transcends on the employee work commitment. The analysis indicates that a shared sense of purpose impacts on collective employee work commitment on regression weight value of ($\beta = 0.337$, $p = 0.000$). It then means that there is 33.7% relationship between shared/unified sense of purpose and employee work commitment. The result shows that it creates significant interaction between peronal work and larger organizational goals.

The fourth hypothesis, H_4 , recognition and appreciation as dimensions of organizational culture predict employee work commitment. This indicates that recognition and appreciation has vital connection with employee work commitment with regression value of ($\beta = 0.373$, $p = 0.000$), showing a 37.3% significant relationship with employee work commitment. This result implies that the constrection firms have these cultures of rewarding their workforce with reasonable appreciation recognising their efforts and energy which speaks volume to the employees' work commitment.

The fifth hypothesis, H_5 , mission and strategy have a significant impact on employee work commitment. This result demonstrates that the mission and strategy of the organizational are aligned and matched the workforce

personal life domain and fulfilled their expectations. The regression value of this result is ($\beta = 0.357$, $p = 0.000$), which indicates that 35.7% relationship occurs between mission and strategy and employee work commitment.

5. Discussions

This study has demonstrated profound significant outcome on how organizational culture impacted employee work commitment and their discretionary behaviour in Nigerian construction companies. This study has established that organizational values and beliefs is a background pillars that strengthen workers commitment establishing ethical framework and cultural identity in which employees is functional upon. The study shown that the organizational s values and belief systems matched and in tandem with actual practices nand decision making procedure, thereby employee develop sense of trust and respect for management of the organizational s. This reinforces the emotional attachment, loyalty and by extension commitment of the employees to the organizational and provoke the success of the overall organizational s. Furthermore, the findings indicate that the influence of organizational values and beliefs extends beyond individual employee commitment, fostering a shared dedication. Shared values create social bonds among employees who identify with the organizational 's philosophy, deriving pride from their association with an entity that upholds a meaningful values and beliefs system. However, this study takes the same position with the study of Akinwale, Asonye, Durojaiye, & Jogunomi, (2025) whose finding established that values that are in congruence with individual employees life domain will surely attract organizational progress.

The second hypothesis showed that organizational norms of the Nigerian construction firms elicit positive behavioural response by stimulating employee commitment towards goals accomplishment. The norms which signify the unwritten rules and anticipated behaviours that direct the interactions, conduct and perform tasks within the work environment, has established

Reflective effect on employee work commitment, shaping their work experiences and defining what constitutes standard and outstanding performance. The study has shown that organizational s norms produce solid social pressures that govern employee behaviour, as the workforce willing seek acceptance and approval within themselves and their managers/boss. This has given the employees more energy to comply with the established trajectory of effort, collaboration and dedication in the workplace. The outcome of this study also demonstrated that the organizational norms of the construction environment emphasize high performance standards, persistent improvement, and shared responsibility and accountability. Therefore, all these enabled the workforce to internalise these expectations and nurture powerful commitment to fulfil or surpass the expectations, perceiving the outstanding work standard as the acceptable norm. Positice norms around shared support, work recognition foster high level of commitment by offering supportive workplace where the workforce feel valued and cared for. This decrease negative work stress, boost their mental wellbeing and their ability to be loyal with discretional effort. This study, however, has maintained similar posture with the study of Oleksa-Marewska and Springer, (2025) whose outcome demonstrated that organizational norms concerning creativity, innovation, where honest conversation and responses are normative feel more psychologically connected and trusted, which improve the employee affective commitment.

The third hypothesis established that unified sense of purpose significantly improved individual commitment, creating powerful connections between personal work and overall organizational goals. The study has shown that when employees believe in the organistion reason for existence, the employees develop stronger emotional and cognitive bonds to the work environment. This give the employee a perception that their contribution is something worthwhile and appreciable. It has been further established that this creates a stronger alignment between employee values and organizational purpose elicits internal drive and provoke employee discretionary efforts and energy. Another resounding aspect of the outcome of this study is that the constructions firms efficiently communicate and show their shared purpose throughout their culture experience and this has given impetus to greater degree of employee commitment and engagement. The employees with this attitude never perceive their efforts and contribution as transactional but meaningful outcomes. The study has demonstrated that shared purpose is a united pin that transcends personal roles and teams, but creating shared identity and bond among the employees. This outcome finds a symmetrical position with the study of Fernandes *et al.*, (2025) whose position

stated that shared purpose of the organizational produces feeling of belongingness, shared direction, increases job satisfaction, and employee level of dedication to organizational overall progress.

The fourth hypothesis established recognition and appreciation being part of organizational culture has profound impact in strengthening employee work commitment. This signify crucial psychological rewards that critically influence employee commitment, satisfying fundamental human needs and validation within the organizational context. The outcome of this study has further indicated that the experience of recognition and awards from the management of the construction firms for their exemplary performance in form of public acknowledgement, awards, expressions of gratitude, financial rewards optimise the employee self-worth, and feeling of being important to the organizational success. This boosts the employees' cognitive bond to the organizational and promote continuous commitment. The influence of recognition and appreciation from the management has gone beyond one time delight to create commitment because it shows that the organizational invests attention in employee contributions rather than treating the workforce as exchange resources. This fosters attitude of reciprocity, loyalty, and often discretionary effort. It has been established that regular recognition of employee contribution and appreciation practices from the construction organizational s promote positive reinforcement cycles where recognised behaviours are often repeated and amplified. This has created a performance-inclined culture where employees are willing commit extra energy with the understanding that their work will not go unnoticed. The study implied that recognising employees indicates essential social functions, publicly affirming employees' status and competence within their team and contemporaries. This has shown a paradigm of fulfilling the employees esteem needs and offer a reputational incentives that encouraged enduring commitment. This outcome also finds similar expression with the study of Stranzl, and Ruppel, (2025) whose result indicated that recognition and award has created positive reinforcement framework to give satisfaction and enhance quality of worklife of employees in North America.

The fifth hypothesis demonstrated that organizational mission and strategy have a significant impact on employee work commitment. The outcome of this study implied a profound impact on the commitment of the employees. It has demonstrated that a clearly defined cultural mission and strategy of operation govern organizational competence, and long term confidence that strengthens employees willingness and dedication to invest their career growths and efforts in the organizational s. The outcome of this study depicted that the organizational s shows a well communicated strategic priorities which reduce employee role ambiguity and confusion, allowing them to prioritise efficiently, making decisions with personal initiative that align with the organizational mission and objectives. This outcome has the same result with the study of Elizabeth, Notosudjono, and Hamzah, (2025) whose study showed that a well crafted organizational reason for existence gives employees sense of direction and engagement with the organizational thereby promoting their level of dedication.

6. Conclusion and Recommendations

This study has established that organizational culture significantly influences employee commitment in Nigerian construction organizations through multiple dimensions. The findings reveal that organizational values and beliefs, organizational norms, shared sense of purpose, recognition and appreciation, and mission and strategy all demonstrate significant positive relationships with employee commitment. This indicates that when construction firms in Nigeria cultivate strong cultural foundations, where core values are clearly articulated and practiced, workplace norms support collaboration and excellence, employees feel connected to a common purpose, individual contributions are acknowledged and rewarded, and strategic direction is well-communicated—employees develop stronger affective, continuance, and normative commitment to their organizations. The significant impact of all these cultural dimensions underscores the multifaceted nature of organizational culture and its pervasive influence on workforce dedication in the Nigerian construction sector, where project-based work, diverse teams, and challenging operational environments make cultural cohesion particularly critical for organizational success. Therefore, this study suggests the following recommendations to better improve organizational culture and strengthen employee work commitment in all types.

Recommendations

- i. Management of Nigerian construction organizational should prioritise intentional cultural development initiatives to reinforce employee commitment. Management should explicitly define and consistently communicate organizational values and beliefs, ensuring they are embedded in daily operations, decision-making processes, and performance evaluation systems.
- ii. Organizations should establish positive workplace norms that promote teamwork, professional development, and ethical conduct through leadership modeling and peer reinforcement mechanisms.
- iii. To foster a shared sense of purpose, construction firms should regularly articulate how individual roles and projects contribute to broader organizational objectives and societal impact, particularly emphasizing the nation-building aspect of construction work.
- iv. Recognition and appreciation systems must be formalized and diversified, incorporating both monetary and non-monetary rewards, timely acknowledgment of achievements, and peer recognition programs that celebrate excellence across all organizational levels.
- v. Furthermore, mission and strategy should be transparently communicated through regular town halls, visual communications on project sites, and inclusive strategic planning sessions that allow employee input.
- vi. Human resource departments should integrate cultural alignment into recruitment, onboarding, and talent development processes, while senior leadership should undergo training on cultural stewardship to ensure consistent cultural messaging and practice throughout the organization. By systematically addressing these cultural dimensions, the construction organizations can build more committed workforces capable of navigating industry challenges and delivering superior project outcomes.

7. Theoretical Implication

This study makes important theoretical contributions by validating and extending social identity theory and organizational identity theory within the Nigerian construction industry context. The significant relationships established between organizational culture dimensions and employee commitment provide empirical support for social identity theory's proposition that individuals derive part of their self-concept from organizational membership, as employees who identify with their organization's values, norms, and purpose demonstrate higher commitment levels. The findings reinforce the notion that when construction workers perceive strong alignment between their personal identities and organizational culture, they develop stronger in-group identification that translates into affective and normative commitment. Similarly, the study extends organizational identity theory by demonstrating how cultural elements particularly mission, strategy, and shared purpose, shape employees' cognitive understanding of "who we are as an organization," which subsequently influences their commitment behaviors. The Nigerian construction context adds nuance to these theories by showing their applicability in a collectivist, high power-distance cultural setting characterized by unique industry challenges such as project-based work structures, diverse workforce compositions, and resource constraints. By bridging organizational culture research with identity theories in an understudied geographical and sectoral context, this study enriches the theoretical discourse on how organizational culture serves as an identity-formation mechanism that psychologically binds employees to their organizations, thereby advancing scholarly understanding of the culture-commitment linkage beyond Western-centric theoretical applications and contributing to the development of more culturally inclusive organizational behavior theories.

8. Implication for Practice

The findings of this study offer significant practical implications for stakeholders in the Nigerian construction industry. For organizational leaders and human resource managers, the results provide evidence-based guidance for developing comprehensive cultural intervention strategies that can enhance employee retention, reduce turnover costs, and improve project performance. Construction firms should invest in cultural audits to assess their current state across the five identified dimensions; values and beliefs, norms, shared purpose, recognition systems, and mission alignment, and develop targeted improvement plans addressing any deficiencies. Project managers can utilize these insights to create more cohesive site cultures that transcend the temporary nature of construction

projects, fostering commitment even within transient project teams through consistent application of organizational values and recognition practices. For policy makers and industry associations such as the Federation of Construction Industry (FOCI) and Nigerian Institute of Building (NIOB), these findings highlight the importance of incorporating organizational culture development into professional training programs and industry standards, potentially establishing best practice frameworks for cultural management in construction settings. Additionally, the study provides recruitment and talent management professionals with criteria for assessing cultural fit during hiring processes and designing onboarding programs that effectively socialize new employees into organizational culture. Consulting firms specializing in organizational development can leverage these findings to offer culturally-focused interventions tailored to the Nigerian construction context. Ultimately, by applying these research insights, construction organizations can create work environments where employees feel valued, connected, and committed, leading to enhanced productivity, improved safety outcomes, better quality delivery, and sustainable competitive advantage in Nigeria's growing construction sector.

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