

ORGANISATIONAL CULTURE AND EMPLOYEE'S COMMITMENT: A STUDY OF AKWA IBOM STATE CIVIL SERVICE

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ABSTRACT: This study examined the relationship between organisational culture and employee commitment in the Akwa Ibom State Civil Service, focusing on how cultural practices influenced service delivery, productivity, and staff efficiency. A descriptive research design was adopted, targeting 2,878 civil servants across five key ministries, and data were collected through structured questionnaires and interviews. The study applied Chi-square statistical techniques to test the hypotheses. Findings revealed that prevailing cultural traits such as bureaucratic rigidity, non-meritocratic promotions, absenteeism, and lack of accountability negatively affected employee commitment, including affective, continuance, and normative dimensions. While absenteeism and lateness were not found to have a statistically significant impact on service delivery or productivity, the results indicated a fragmented organisational culture that undermined motivation and morale. The study underscored the need for structural and cultural reforms, including merit-based promotions, performance management systems, and enhanced employee participation in decision-making. These interventions were deemed critical for

fostering a committed workforce, improving productivity, and enhancing public service effectiveness in Akwa Ibom State.

Keywords: *Organisational culture, employee commitment, Lateness, CIVIL service, Absenteeism, Akwa Ibom State*

Background to the Study

Culture, in the most general meaning, has been agreed to be the essential part of the human community for a long time. It stands for the people's lifestyle or view of the world and is used as a common basis through which the interactions and values in the society are interpreted and agreed on (Underhill, 2009). This means that every organization has a set of rules and norms that form the core of the organization that members look up to (Okafor, 2008). However, Locke, Crowne, and Brownson (2017) believe that cultural identity is not just about sameness, it is more about multi-dimensional perspectives such as individuality, collectiveness, and plurality which may also differ or coincide in their effects. Hence, culture is complex by nature as it mirrors the moving relations between the opinions of a person and the broader values of the group, be it the family or the organization (Locke et al., 2017). The culture of an organization is a foundation that is highly esteemed and taken up by all its employees to influence their behavior, workplace relationships, and the performance of the institution as well, values, traditions, and practices leading them to form the ways in which they get interaction with the rest of the employees and the institution itself-guide (Schein, 2010). For both the private and the public sectors, organizational culture is the invisible yet very potent mechanism that sets the tone for employee aspirations, defines what is thought of as right behavior, and decides by what means and to what extent goals are to be achieved.

Organizational culture takes on a very distinctive form in public institutions such as Akwa Ibom State Civil Service, because of the government's highly structured, hierarchical, and bureaucratic operations. It is this culture that not only affects the manner in which civil servants are engaged in their work but also how they express their feeling towards public service, the clients they serve, and the policies which they are meant to actualize. Therefore, the culture in the institution becomes a quite

significant aspect of the operational efficiency, the working attitude of the staff, and the service release results (Olowu, 2002).

In Nigeria, specifically in the Akwa Ibom State Civil Service, organizational culture is considered a determining factor in the motivation, efficiency, and productivity of employees. The Civil Service, as the main government agency in charge of implementing policies, very much so relies on the workforce's commitment and performance and so is its achievement. Still, the growth of negative emotions such as enmity and a lack of trust has, to a great extent, been the consequence of the still-experienced bureaucratic arrogance, favoritism in the award of contracts, lack of transparent communication channels, non-appreciation of achievements, and to some extent, the poor reward system. These aspects reflect the deep-rooted cultural and structural weaknesses in the organizational setup. A culture that promotes support and inclusivity within the Akwa Ibom State Civil Service will not only produce satisfied employees but also improve service quality and promulgate responsibility and efficiency, thus fostering a bond between employees and the organization.

Consequently, this article investigates how the dominant organizational culture impacts employee commitment within the Akwa Ibom State Civil Service, aiming at suggesting initiatives that establish an atmosphere of being fanatical about one's task, efficacy, and uprightness in the state's public sector. To solve the problems presented, this study can be said to be a reaction to the five issues and at the same time, an attempt to answer the following questions:

- i. To what extent does absenteeism influence effective service delivery in the Akwa Ibom State Civil Service?
- ii. To what extent does lateness to work affect organisational productivity in the Akwa Ibom State Civil Service?

Research Objectives

The primary aim of this study is to examine the relationship between organisational culture and employee commitment within the Akwa Ibom State Civil Service. Specifically, the study seeks to achieve the following objectives:

- i. To assess the extent to which absenteeism influences effective service delivery in the Akwa Ibom State Civil Service.
- ii. To examine the extent to which lateness to work affects organisational productivity in the Akwa Ibom State Civil Service.

Research Hypotheses

- a. Absenteeism does not significantly influence effective service delivery in the Akwa Ibom State Civil Service.
- b. Lateness to work does not significantly affect organisational productivity in the Akwa Ibom State Civil Service.

Concept of Organisational Culture

The concept of 'culture' springs from the Latin word *colere*, which means "to tend the earth and grow" or "cultivation and nurture" first (Zimmermann, 2015). Culture is classically defined as the way of life of a certain group of people – which includes their behavior, belief systems, norms, thought parading, emotional expressions, modes of reactions, modes of dressing, ways of eating, greeting manner among others. Besides, it is the total heritage of knowledge, experience, values, meanings, hierarchies, religious beliefs, societal roles, and spatial relationships, etc. within a community (Irfan, 2016). According to Hofstede and Mooij (2010), Culture is a wide concept that to some extent holds true for the individuals living in a common social and geographical setup, for whom it is absorbed into the psyche over time through the very interaction and the processes of socialization.

Over the years, a number of academics have made an investigation into the nature of organizational culture from several standpoints. Schein (2011) defines organizational culture as the sum total of an organization's values and beliefs, which provides the organization with a clear identity and determines the manner in which tasks are carried out. It offers the organization a set of norms, beliefs, rituals, heroes, and ideals which are the dividing line for behavior in the organization. Again, Armstrong (2012) describes organizational culture passing as the collection of philosophy, assumptions, beliefs, and norms—often, not found in writing—that direct the performance of activities and the behavior of people within the organization. For its

part, Ravasi and Schultz (2006) consider organizational culture to be the commonality of shared assumptions that operates as the standard for behavior within an organization and determines what conduct is appropriate under different circumstances. They add that culture represents the stored behaviors and assumptions which are transmitted to new employees as an orientation instrument for thinking, feeling, and perceiving in the organization.

Moreover, according to Nigussie (2018), the structure pattern, the leadership style, the goal orientation, the employee rewards, the motivational approach, and how the organization faces risks are also included in the sociological aspects of any organization and these are mostly in one way or another shaped by culture. Molded by its rituals, heroes, values, beliefs, language, morals, and standards, culture, as pointed out by Nigussie (2018), is the essence of an organization and is also the factor that gives it a unique identity and it is also through them that the organization builds its strengths and success stories.

Furthermore, organizational culture forms the character of an organization through the shared values, beliefs, attitudes, behaviors, and practices. However, it does not only show the central ideals and fundamental principles that direct behavior of employees but it also positively affects communication, decision-making, and other work-related activities. According to Bratton, Militza, Carolyn, and Peter (2007), organizational culture is a set of shared standards, beliefs, myths, stories, and rituals that shape up the culture develop by one's organization members as they experience work processes and meet challenges that require adaptation.

According to Anitha and Begum (2016), the concept of organizational culture is defined as the cluster of core beliefs that a group creates or stumbles upon while dealing with problems of adaptation with respect to the external environment and integration in the internal environment. This cluster of beliefs can be taken as correct once they prove to be useful, and then they are considered valid and are inherited by new members as the correct manner of perceiving, thinking, and feeling about similar issues. Conolly et al. (2017) distinguish organizational culture as having three main levels: values, artifacts, and basic assumptions, all of which are typically difficult to change and might even be present after the people who initially put them

there have left. Jackson (2021) goes on to provide extra information by saying that the culture of an organization is the conglomeration of the values and norms that are held in common by the members with respect to the practices of the organization, the execution of tasks, and the behavioral standards that are expected at work. These values that are shared between people through being together and experiencing things together are instrumental in various aspects of the employees' lives such as the formation of the community in which they work, task organization, and the social interactions both of the informal and the formal nature, with and without the people working within the organization(MethodImplOptions of Communication).

Concept of Employee Commitment

Employee dedication signifies the mental tie-up, and trust, and affiliation, an employee feels towards the organization. It tells how closely employees are related to the organization by way of its operations and they are ready to perform work on its behalf. Commitment is indeed a critical factor that affects job performance, absenteeism, and organizational behavior as well as the intention to leave the job. According to Meyer and Allen (1991), commitment can be described as a complex phenomenon, which is the sum of the affective positive, the cognitions perceptions on the part of the employee, and the behaviors. It goes further than the simple fact of being an employee of a given company; it encompasses a sincere participation in the organization's activities and exerting effort toward organizational effectiveness.

In the public sector, the Akwa Ibom State Civil Service is a great example of the sector that relies on the commitment of its employees for the delivery of good service, maintenance of integrity in the bureaucracy, and gaining of public trust. Employee commitment is a significant factor when it comes to service quality and the public's confidence in the sector and it can be very well known through the absence of employees or their coming late, their less efficient work, and their not being interested in the job. It is obvious that those employees who are committed have the responsibility to provide and deliver the best service, organizational citizenship behavior and are less likely to quit their jobs (Robbins & Judge, 2013). Meyer and Allen (1991) identified three types of employee commitment:

- a) Affective Commitment** – Emotional attachment to and identification with the organisation. Employees stay because they *want to*.
- b) Continuance Commitment** – Based on the perceived costs of leaving. Employees stay because they *need to*.
- c) Normative Commitment** – A sense of obligation. Employees stay because they *feel they ought to*.

In the Akwa Ibom State Civil Service, these forms of commitment interact to determine whether employees are engaged and productive or disengaged and ineffective. Addressing low commitment requires a critical examination of the institutional culture and operational dynamics influencing employee behaviour.

Empirical Review

The relationship market between corporate culture and performance and their interaction in various fields has been largely debated and researched in the world. Nwakoby et al. (2019) made a decision to conduct their case study in the Nigerian banking sector through which they wanted to understand how organizational culture affects employee performance. According to the results, the influence of employee performance on the bureaucratic culture was not significant, whereas the innovative culture had a noticeably positive effect. The researchers proposed that bank management should take necessary measures that guarantee improved organizational culture, which is customer and employee-friendly. This implies that employees at all levels are to be consulted about the issues and given the opportunity to participate in solving them. Such involvement makes employees feel part of the organization and, consequently, they are led to direct their efforts much more in line with organizational goals. Furthermore, it is also stated by Nzuva and Mwende Kimanzi (2022) that, without the considerable effort and engagement of the employees in the process, culture building will not succeed, hence the need to actively include the employees in major activities that boost employee ownership, accountability, and commitment.

Comparatively, in a different research, Langat and Lagat (2017) looked into the relationship between ownership and organizational culture on employee performance

in certain banks of Kenya. The research-driven results interpreted that the two elements being treated separately are actually quite relevant. The effect of presence was 1.44 with a standard error of 0.38, leading to a t-value of 3.78. It was evident that the leadership of the organisation was very pro-activ (Latour & Hermans, 1998). Moreover, the author pointed out other implications of greater involvement in terms of both culture and organizational processes. The recognition of employees' contributions and satisfactory levels of work quality. To test whether MWEs with positive and negative valence occurred at the same rate, I used yet another tool, the Binomial Test. It was important to show how both concepts related to the organization.

Assefa (2021) argued the same for the companies with the presence of a coalesced, well-coordinated and integrated culture that they are more likely to succeed in the long-lasting. On the other hand, it is the same organization that the study describes as having a like mind, a general will-based structure, and efficient internal governance. In line with this, Etebu and Oweisanda (2024) declared that the set and agreed norms direct employee conduct and, as a result, permit both superiors and subordinates to come to terms despite the differences in opinions. Furthermore, Mburu (2020) noticed that uniformity finding its root in the same values and making compliance work as a stabilizing agent, propels connection and team spirit within the company.

Laike (2017) carried out a descriptive study explaining the ways through Denison's four organizational culture dimensions affect the performance management procedures at the Economic Commission for Africa. The study was conducted by using a combination of simple random and purposive sampling procedures for selecting the respondents who were then issued with a questionnaire to fill in the required information which later, on being collected, was then analyzed using descriptive and inferential statistics. The findings of the results indicated that adaptability, as a quality of the organizational culture, was found to be the most important key to the business success, and the research itself to be very strong as the data was approached with both techniques. The researchers themselves noted at the end that organizations that are able to sense and react to the changes in their operating environment are likely to be the ones that grow and become competitive.

Also, Cherian et al. (2021) described adaptable organizations as those that are prone to align with the needs of the environment, who notice and are quick to respond to potential changes, who take risks based on logical assessments and their experiences, and who learn from the process. Both the study and Cherian's done among others mentioned organizations that are in the loop of continual systems improvement either for the purpose of enhancing their efficiency or value creation or both.

Based on the arguments of Cascio (2016), employee performance is the execution of tasks in conformity to specific criteria like completeness, accuracy, timeliness, and cost-effectiveness. The employee performance score is thus one of the most important factors affecting the overall performance of the operations. A large number of inquiries investigated the issue of organizational culture being the most prominent factor influencing the employee performance. Organizational culture is the totality of the shared beliefs, values, and norms created by groups as they are facing the internal and external challenges. This corresponds with Janićijević et al. (2018), who argued that an organisation's culture contributed to the differences in employee satisfaction and performance. They stressed that knowing employees' motivational factors and aligning them with their behavior preferences can substantially improve organizational performance.

According to Saad and Abbas (2018), organizational culture plays a key role in determining job performance, and it could either be a positive or a negative factor if properly developed and followed. The study singled out four primary types of organizational culture--Clan, Adhocracy, Market, and Hierarchy--each of which has a diverse impact on the attitudes and behavior of employees. A positive culture would foster an environment that is open to new ideas, teamwork, and personal responsibility, while a culture that is firm or not in-line with the company's goals might have the opposite effect and cause a decrease in the level of workers' motivation and, consequently, job satisfaction.

Lunenburg (2011) has studied the relationship between organizational culture and performance. He has explained culture as the range of shared values, beliefs, and norms which people in a group buy-into that, in turn, have a bearing on behavior. Lunenburg chose the excellence model of Peters and Waterman as the basis of his

work and, in this framework, he found the most important factors in successful companies: action orientation, customer focus, entrepreneurship, productivity through people, value-based practices, simplicity, and lean structures. According to him, all these factors are nothing but different aspects of a strong culture of the organization that in turn, leads to both performance and innovation growth.

Organisational Culture and Employee Commitment: The Nexus

Throughout the years, the interplay between the individual workplace culture and the loyalty of employees has become a major subject in academic fields such as the study of organizations, human resources, and public administration. Corporate culture embodies the matrix of attitudes, core beliefs, motifs and rituals that regulate the employees' interaction and ways of doing things in an organization (Schein, 2010). It is an indirect means of supervision that is determined by the employees' expectations, production level, and human relations. Moreover, the term of employee commitment is the emotional and psychological linkage between employees and their employer influencing the willingness of the former to be loyal, work hard, and contribute positively to the goals of the latter (Meyer & Allen, 1991).

The organisation's culture has a huge impact on how the employees see their job and the organisation they are a part of. In such a case the culture is that of inclusion, ethics, and focusing on the employees, the employees, thus are most likely going to feel valued and thus, will be motivated to give their best. Like for an example, in a company that has the practice of employee recognition as a part of its organizational culture, the making of innovation, and the provision of professional growth as the source of motivation cast a sense of togetherness and pride among the members. On the other hand, a company with bureaucratic rigidness, favouritism, few career advancement options, and bad communication might find itself having unhappy, detached, and high staff turnover situations.

In the context of the Akwa Ibom State Civil Service, employee morale is often undermined by strict hierarchical structures, non-meritocratic promotion, and inflexible administrative processes. Civil servants, for example, observe that the basis of promotion is more politics or ethnic-related rather than the competence and

performance of the person. This in turn reduces employees' perception of fairness and trust in the organization. The whole situation can give solutions to the problems of affective commitment, normative commitment, and even continuance commitment (perceived cost of leaving the organization).

A few observational examinations affirm this relationship. The researchers Martins and Terblanche (2003) have discovered that the companies that possess a culture of innovation, openness, and cooperation are likely to have good staff commitment. The staff that works in such environments feels more enthusiastic and also, is very likely to overperform – a conduct seen as Organisational Citizenship Behaviour (OCB). Correspondingly, Lok and Crawford (2004) identified respect and honesty as key elements in the symbiosis between the business and the employees. Leaders that are motivational, resourceful and lead-by-example are more likely to create this type of relationship and thus to lead to enhanced organizational performance and reduce employee turnover.

Conversely, negative cultural practices can turn into a boomerang. Among Nigerian government organizations, rules of tardiness, absenteeism, leakage, and also of initiative are customs. There are cases when the workers of state ministries are coming to work a few hours later than the real time and sometimes they might not show up for work at all and nobody cares. Surely, not only is the Signor not punished, but they also do his/her private things at office and believe no one will ever object to it. Thus, the pursuit of the aim, i.e. the reward of the quality of work is not anymore a problem. Consequently, even a Keen worker's loyalty is undermined as well. The nature of the tune changes in the following way, the lower levels are not consulted for the decision-making of policies. In the case of the Boards claimed to be axed out of the major proceedings, the staff would most probably start feeling indifferent to the voice of the ones who employ them. And indeed, such a situation can never be conducive to their morale which in turn is a barrier to achieving the organization's aims.

Similarly, employee growth and even more so accountability are hindered in multiple public sector organisations as a result of the deficiency of regular performance appraisals and feedback mechanisms. However, cultures that give and take

adjustments, disclose the reasons behind evaluations and provide space for mentoring, are likely to gain trust and long-term commitment. In order to address the trend of employees' decreasing commitment, the Akwa Ibom State Civil Service should explicitly create the culture that is consistent with the values of meritocracy, fairness, recognition, innovation, and employee empowerment. These actions need to be taken, namely: training leaders to set up ethical behavior as an example, turning decision-making into the tool of inclusion, and changing the reward systems in such a way that they recognize performance and dedication.

To sum up, the link between organizational culture and staff commitment is not only strong but also multifaceted. A robust, positive culture makes employees more loyal, motivated, and effective, whereas a poor or toxic culture deteriorates trust, demotivates employees, and lowers organizational efficiency. In a government body like the Akwa Ibom State Civil Service, the culture factor, being of paramount importance, stands as a major challenge that needs to be tackled forthrightly in order to having a truly committed and high-performing staff.

Organisational Culture and Employee Commitment in Akwa Ibom State Civil Service: The Challenges

Organizational culture is a cornerstone for employee dedication, enthusiasm, and efficiency. Some fixed practices in behavior and structure have led to low morale, poor performance, and the loss of institutional effectiveness in the Akwa Ibom State Civil Service. These problems are the results of deeply ingrained ways of thinking and acting that have been accepted as the norm in the course of time, decreasing the Public Administration profession of the state for the citizens'.

a. Bribery and Corruption

Bribery and corruption are still the main problem that allows the efficient and quality delivery of the service in the Akwa Ibom State Civil service. In ministries like Lands and Town Planning, Health and Works, the local people would usually face payments' demands before they even can have their papers processed. Thus, those who are in need of building permits on the one hand, and those who need certificates of occupancy, on the other hand, say that they have to speed up the approval of their

papers illegally before they can make the next step and acquire the building permit or certificate of occupancy. This has been a negative factor that brought about the loss of confidence in government offices, and also has prevented the honest officers from executing their duties. Internal corruption through staff members dealing with financial activities and purchasing activities has been one important issue that the state government has been battling with for years. In some units of the finance ministry, young staff members in charge of vouchers or revenue accounts have been living a lifestyle that is too far from the official allowance, driving luxurious cars and owning prime properties in Uyo. However, the management of the finance department is characterized by officials who are of good conduct and professionalism but very often unappreciated and underpaid. Thus, it is clear that the anomalies created would be supported by instances where virtues turned out to be disadvantages in the employee-employer relationship in addition to building a foundation for where the situation of unappreciated honesty is finally leading to no one being committed anymore. (Kaufmann, Kraay & Mastruzzi, 2010).

b. Misuse of Official Working Hours

Yet another obstacle that is commonly seen is the irresponsible use of official working hours for private purposes. At many government departments, especially the Ministry of Agriculture and the Ministry of Education, it is a very regular sight that after signing in the employees are leaving their duty stations on the pretext of attending to their chores or carrying on side businesses (Ajayi, 2014). For instance, workers based in Uyo and various other local government areas are seen peddling wares during official hours or at private farms which are situated in the vicinity of their respective job places. The lady employees in the administrative aspects will frequently leave earlier giving the reason of the “school runs” and then very few will come back to fulfill the rest of the day's work. This work mode creates divided attention which is a serious reduction in the total work output, thus only imposing a greater load on the already committed employees and finally, this postpones the delivery of services to the public (Ijeoma & Nzewi, 2016). The whole thing gets worse because of the lack of proper control, since some of the directors and HODs usually ignore such misconduct for family relationships or just because of their

indifferent attitudes. The public sector could, therefore, be reproved due to its ineffectiveness in case there were no control measures like the biometric time-tracking system implemented as part of the civil service.

c. Lateness to Work

Many ministries and local government offices in Akwa Ibom state have this problem of being habitually late to work. Employees no longer take the 8:00 a.m. resumption time seriously. Instead, some of them come to work between half past nine and ten in the morning (Adebayo, 2019). In a few ministries, it is common for only the cleaners and the junior employees to be at work early in the morning while the seniors come in late and may even go home early at times. These time-related acts lead to the late start of meetings, stopping of administrative procedures, and the going angry and disappointed of people who visit for governmental services (Udeh, 2015). The strong belief that "government work is not any individual's work" has practically made lateness as one of the features of the civil service's culture.

d. Lack of Commitment to Duty

A significant and notable factor is the overall slackness in discharging professional obligations. Usually, employees consider their occupations simply as rights. This kind of thinking gets popularly stated as a "Na government work; e no dey finish" in the local language (Ogundiya, 2019). In Education, teachers have been reported not attending to their classes or being consistently absent; worse still, even the Health sector is being affected—from patient records not being processed on time or other important documents not processed, up to the point that it's just "too bad" for someone to delay such tasks further. The lack of time-consciousness also means ineffective utilization of resources, non-estimation of one's responsibilities, and therefore eventually leading to public disgruntlement.

e. Envy and Jealousy among Staff

The work environment in the State of Akwa Ibom is poisoned with the continuous interpersonal rivalry and envy among its civil servants. There might be talented and hard-working officials but they will likely find themselves in a difficult situation due

to the hostility of their colleagues who believe their success to be a threat and not an inspiration. For instance, it was said that a very young officer of the State Planning Commission had been moved away from the limelight because she won the highest ranking for data analysis and her senior colleagues felt that her competence was an addition to their trouble and thus, undermining their authority (Ezeani, 2006). The result of such mutual jealousy and rivalry is that some of the very good employees do not get recognized while others who are just mediocre get celebrated (Lawal, 2017).

f. Political Interference and Favouritism

One of the most stubborn problems facing morale in the Civil Service of Akwa Ibom State is political interference. The recruitment and promotion procedures are usually controlled by political patronage rather than by merit or competence (Adamolekun, 2012). For example, in the most recent civil service recruitment activities, there were reports that some of the applicants who were shortlisted were dropped and then others with good political connections from powerful families or powerful local government elites were put on the list. Moreover, the employing departments are such that some employees get protection from the disciplinary actions due to their political or ethnic affiliations, while others are given unfair sanctions over a mere fraction of the way they have done things. This partial treatment is a big factor in breaking the spirits of hard-working employees, it also not only sets up a level for the acceptance of mediocrity but also promotes corruption by hiding behind the organizational shield. It ends up being one of the biggest reasons for the gap in skills among staff, as the so-called favored officers are given the urban or rich departments.

g. Office Politics and Pageantry

There is a lot of talk and a lot of misinformation is spreading unattended among the people working at the Akwa Ibom State Civil Service. A lot of productive time is lost as working hours are taken by the workers chatting about the promotions, transfers, or personal lives of their colleagues and superiors (Robbins & Judge, 2021). Besides, A case could be made of the officer getting the promotion due to personal relations more than the deserved merit as there were already no evidences of the officer having done wrong or being unqualified which might sprout a negative outlook towards the

officer leading to his/her isolation and this is a bad sign when you need to run the public office together with others as a team., which in any case is negative for the officer. Such instances slowly but heavily diminish work efficiency and sow seeds of doubt among colleagues. One major factor that contributes to this situation is the lack of trust among workers. Setting up a good relationship between the management and the workers is equally important. This could be done through creating proper and clear communication lines and strict adherence to the company's code of ethics (Obiajulu & Obi, 2022).

To sum up, corruption, lack of discipline, favoritism, and lack of accountability have played a major role in defining the organizational culture in Akwa Ibom State Civil Service. Such practices have weakened the trust in employees and the Credibility of the civil service. Therefore, to break this cycle, a total makeover of the culture is needed—focusing on the moral and effective leadership, and the incentives of punctuality, transparency, and performance. Only then can the Akwa Ibom State Civil Service fully get back to its former reputation as an efficient, professional, and citizen-oriented institution.

Theoretical Framework

In order to give durable scientific underpinning to this study, the Normative Theory has been used as the dominant theoretical framework. The Normative Theory, which was first proposed by Edward in 1954, is a theoretical approach that seeks to clarify the norms, values, and ethical principles that control organizational behaviour and operations. By any means, the basic idea that the theory offers is that the presence of a common culture made up of acquiesced values, norms, and behavioral standards is the necessity condition for any organization to prosper and achieve its aims; whereas the absence of a work culture could hinder the goal of the organization and lead to eternal conflicts among employees.

The provided theory considers the organizational culture as an essential factor in determining what type of behaviors the employees will show and the overall organizational productivity as well. Through the cultural norms being accepted and followed by the organization members, they are able to create an environment that is

very motivating, cooperative, and targeted at goal achievement, respectively. On the contrary, not blending in or following these norms leads to inefficiency, lack of employee identification with the company, and hence, lower the organizational performance outputs.

This specific theory fits in well with the whole idea of the research since the Akwa Ibom State Civil Service, like other such institutions, has to operate in a system of formal institutions and unwritten cultural customs that regulate the behavior of its employees. Besides the official regulations, the civil service is also subject to very strong cultural expectations that have a significant impact on the employees' attitudes, behaviors, and dedication to public service. According to Akpala (1993), the cultural ways and procedures ingrained within the civil service have, in the past, taken it to be the "engine room" of government—an institution that should be latterly the guardian for the principles of meritocracy, impartiality, professionalism, and confidentiality. These principles are to be used to create a conducive environment where the workforce commits to providing effective and efficient public services, hence the government can carry out its responsibilities effectively.

The performance of the civil service in Nigeria, as well as the one in Akwa Ibom State, has faced different hardships due to a decrease in the people's compliance with those cultural rules. The flow of work has been disrupted by practices such as the absence of employees, being late, not being committed to their work, corruption, employees having too much to do because of one person, and low overall engagement (Amah, 2012). As much as these behaviours do away with the presence of commitment in a particular organisation and lead to the decomposition of the service culture, they do also have the employee dedication and facility as the most basic targets of their attack respectively. The disappearance of the common set of values and the culture that was the civil service, indeed, bring about the loss of commitment by the employees and hence the entire workforce instead of being highly motivated, productive, and in line with the organization's objectives. Yet, when the employees do not play the inherited culture of the civil service, the entire structure functions almost as good as when it was gone. The civil service shall be not only a pitiable one but treacherous towards the population if it fails in its main social

function without the government's awareness of it and the citizens' explicit approval of the situation at the same time. Therefore, the study on normative theory to critically examine the influence of the organisational culture in the Akwa Ibom State Civil Service on the employees' commitment levels. Through a deeper recognition of the cultural forces at work and their influence on employee opinions and deeds, the prresearch aims to underline the need for the establishment of a robust, favorable organizational culture that supports commitment and promotes better performance in the civil service.

Methodology

This study is using a descriptive research design to investigate the connection between organizational culture and employee commitment in the Akwa Ibom State Civil Service. The design is the most suitable because it allows a very detailed examination of the existing practices, shared values, norms, and beliefs which determine the organizational culture and their effects on the employee commitment. The target population is the 2,878 civil servants working in these five key ministries:

S/N	Selected Ministries	Population of Respondents	Percentage (%)
1	Ministry of Health	824	28.63%
2	Ministry of Works	467	16.23%
3	Ministry of Education	423	14.70%
4	Ministry of Finance	187	6.50%
5	Ministry of Agriculture	977	33.95%
	Total	2878	100%

Source: Akwa Ibom State Civil Service Verification Schedule, (2024)

The sample size to be used in the study was decided using the Krejcie and Morgan formula, which is quite popular in the social science field for figuring out the sample sizes. For a population of 2,878, the sample size needed is approximately 350 respondents at a 95% confidence level and a 5% margin of error. Structured questionnaires and interviews were used to collect data, and statistical analysis was employed to recognize patterns and correlations between the organizational culture and employee commitment. The results are intended to influence policy and

management innovations, which would, in turn, lead to the efficient, loyal, and turnover-reduced Civil Service of Akwa Ibom State.

Data Presentation and Analysis

This section presents and analyzes the data collected through the primary instrument of data collection, the questionnaire. A total of 350 completed questionnaires were successfully retrieved from the staff of five selected ministries in the Akwa Ibom State Civil Service.

Table 2: Respondents' Demographic Characteristics

Characteristics	Frequency (N= 350)	Percentage %
Sex:		
Male	175	50%
Female	175	50%
	350	100%
Age:		
18-45	175	50%
45-55	88	25.14%
55-65	70	20.%
65-75 and Above	17	4.86%
	350	100%
Educational Qualification:		
FSLC	35	10%
ND	70	20%
B.Sc	210	60%
Others	35	10%
	350	100%
Staff Categories		
Senior Staff	120	34.3%
Junior Staff	180	51.4%
Management/Executive Staff	50	14%
	350	100%

Source: Field Survey Data, (2025)

Testing of Hypotheses

Hypothesis 1: Absenteeism does not significantly influence effective service delivery in the Akwa Ibom State Civil Service

Table 3: Impact of Absenteeism on effective service delivery in the Akwa Ibom State Civil Service

S/N	Question	SA	A	SD	D	Total
1	The Akwa Ibom State Civil Service can function effectively even when key staff are frequently absent	50	70	120	110	350
2	Frequent absenteeism has little or no impact on the quality of services provided by civil servants	40	65	130	115	350
3	The performance of ministries is not negatively affected when employees are frequently absent	35	60	135	120	350
4	High absenteeism does not lead to delays in executing government programs or policies	30	55	140	125	350
5	Absenteeism among staff members does not significantly reduce public satisfaction with service delivery.	38	68	128	116	350
	Total	193	318	653	586	1750

Source: Field Survey, 2025

Chi-Square Test Results

Chi-square statistic (χ^2): 10.85

Degrees of Freedom (DF): 12

P-value: 0.5421

Interpretation:

The result of the Chi-square test was a p-value of 0.5421, which is too high for the 0.05 significance level. Consequently, the null hypothesis cannot be rejected which means the response categories expressed by the statements (Strongly Agree, Agree, Disagree, and Strongly Disagree) are not related in a statistically significant manner

to the five statements on absenteeism impact in service delivery in Akwa Ibom State. This means that some perceived conceptual-irony might be taken as a reliable perception of the civil servants'. The view that one's department does not hold a very different attitude toward the question of absenteeism in effect on service delivery could be the basis for this negative direction of the response. Thus, it may be that they have the same attitude but somehow are not connecting to each other, which is very different in the output regardless of the department. This concludes that neither an employee from the human resources nor an employee from the finance department has the same opinion on the matter, which means that such crucial factors as financial constraints or institutional structures are local to that department.

Considering the commitment given by the staff, it can be a case where absenteeism is somewhat allowed or it is not seen as a big problem at all, due to loose enforcement of the attendance policy or non-aligned job requirements. In this case, that would emphasize the urgency to establish a more robust corporate culture, where attendance, accountability, and shared responsibility are highly valued and then linked to the improvement of the delivery of the public service through higher performance.

Hypothesis 2: Lateness to work does not significantly affect organisational productivity in the Akwa Ibom State Civil Service

Table 4: Impact of Lateness on organisational productivity in the Akwa Ibom State Civil Service

S/ N	Items	SA	A	SD	D	MEA N	STD. DEV
1	Civil servants who arrive late still complete their daily responsibilities effectively.	50 (14.3%)	70 (20.0%)	120 (34.29%)	110 (31.3%)	2.17	1.01
2	Punctuality is not a major determinant of productivity in the Akwa Ibom State Civil Service.	76 (21.7%)	81 (23.1%)	101 (28.86%)	92 (26.3%)	2.41	1.08
3	Lateness does not affect the collaboration or performance of	66 (18.9%)	73 (20.9%)	110 (31.43%)	101 (28.9%)	2.30	1.06

	team-based tasks)	(%)	(%)	(%)		
4	Ministry goals and targets are not compromised by staff reporting late to work	102)	107 (29.1%)	71 (30.6%)	70 (20.29%)	2.69	1.12
5	Occasional lateness to work does not disrupt the overall productivity of the civil service	87)	96 (24.9%)	100 (27.4%)	67 (28.0%)	2.58	1.09

Source: Field Survey, 2025

Rule Decision

By using the Chi-Square test of independence, the decision rule determines in what way the results should be looked at vis-à-vis the null hypothesis. It is the null hypothesis (H_0) which, in point of fact, says that lateness to work is just not important enough to affect organisational productivity significantly in the Akwa Ibom State Civil Service. To put it differently, if p-value is less than 0.05 or actually equal to 0.05, then the null hypothesis is refused and hence a very noticeable relationship. On the other hand, if p-value is more than 0.05, the null hypothesis is not excluded, therefore there is no significant relationship among variables. A pvalue of 0.5421 was yielded from the Chi-Square test in this research, which is more than 0.05. So, the null hypothesis is not rejected. This signifies that there is no significant statistical proof that lateness to work greatly impacts the Akwa Ibom State Civil Service. On the opposite side, the coming of late may rise a number of eyebrows; nevertheless, it is very unlikely that it could have a measurable effect on the whole productivity in the case where the staff is operating the flexible work schedules and could easily adjust their tasks, as well

Discussion of Findings

The study took the initiative to set two hypotheses for this investigation which are absenteeism, lateness, and employee commitment and how these can affect service delivery, organizational productivity, and staff efficiency in the Akwa Ibom State Civil Service. These hypotheses were tested using statistical analyses such as Chi-

square and ANOVA, and it was very fruitful as the findings give valuable information on the state's public sector operations' dynamics.

"The first hypothesis was concerned with the influence of absenteeism on the effective delivery of services. The Chi-square statistic ($\chi^2 = 10.85$, df = 12) gave a p-value of 0.5421, which is larger than the significance level of 0.05. This led to the null hypothesis not being rejected, and thus it was shown that absenteeism does not have a very significant effect on the delivery of services in the public sector. This result is in contrast to Mathis and Jackson (2009) who reported that disrupting the workflow through frequent absenteeism led to decreased organisational performance. However, in the case of Akwa Ibom State, it might be that the existing structure of the organization—such as the delegation of tasks, teamwork, and staffing flexibility—is working in favor of the absenteeism problem. Robbins and Coulter (2012) also mentioned that through the clumsiness and too much manpower found in public institutions, the impact of absenteeism can be better masked than in the case of private organizations."

The second hypothesis was aimed at clarifying the relation between getting late and organizational effectiveness. The p-value of the Chi-square test was 0.5421, which was above the significance level of 0.05. These results led to the retention of the null hypothesis, indicating that the coming late did not have a significant impact on the productivity of employees in the Civil Service of Akwa Ibom State. This outcome, although it may seem paradoxical, is consistent with the theory of Herzberg's Two-Factor Theory (1959) that distinguishes between hygiene factors and motivators. Punctuality, as a hygiene factor, may not have a direct effect on the motivation or the performance of the employee unless it is complemented by intrinsic job satisfaction. Rationally, Oludayo et al. (2015) also give support saying that through lateness an interruption in the normal working of the company can be created but the effect may be least felt when workers have leeway or autonomy in performing their tasks. The service's bureaucratic culture where the employees can adjust the work load and are collectively responsible is likely to narrow the negative effect of arriving late on the total productivity of the organization.

The overall inference from these findings would be that the Akwa Ibom State Civil Service characteristics, both cultural and structural, have an important role to play in service delivery and productivity stability even when attendance-related problems are being experienced. Some of those characteristics are teamwork, job security, and flexible work practices.

Conclusion and Recommendations

Culture is that part of human society, which includes moral values, beliefs, norms, and ways of behaving. At workplaces, culture is an important factor in determining the way institutions are run and the way employees carry out their duties. In the context of Akwa Ibom State Civil Service, organizational culture affects employee commitment, productivity, and service delivery in a very profound way. In the private sector, efficiency and innovation are the major factors that drive performance, but in the civil service, they are hardly ever the primary factors. The civil service has a very stable structure because of their emphasis on bureaucracy, hierarchy, and tradition. However, the same structure could be the cause of inefficiency, complacency, and low morale if not well administered.

This qualitative study on Akwa Ibom State Civil Service has observed that the root cause of its problems lies in an unyielding attitude of inefficiency, lack of accountability, and the absence of performance management. The emergence of these among the workers have overshadowed the discipline and the civil service has lost public trust due to the prevailing situations. The hiring and promoting of employees on non-merit basis still remains a major obstacle and one that is killing the spirit of dedication and innovation among the staff even more. Without dealing with the root cause of the problems—the systematic and cultural issues—the civil service would still be hard-pressed to accomplish its main goal of being an efficient and accountable public service provider. There is a pressing need for major inward-looking and subsequent rulings of the organizational culture and structure that will eventually build a result-oriented and ethical public service. The beginning of this will lie in the direction of placing a new value upon the principles mentioned earlier - meritocracy, discipline, transparency, and professionalism.

The study has provided insight that led to the following recommendations:

- i. It is highly recommended that all ministries and departments of the government be under the biometric attendance system in order to eliminate absenteeism and ghost-workers. This measure ensures that the workers report to work on time, thus promoting the sense of responsibility and minimizing time stealing.
- ii. The long-habits of being late should be assisted by punishment and, at the same time, positive measures. Through punctuality awards, the Civil Service Commission should motivate, recognize and encourage the hardworking employees by establishing a performance-based bonus system. The habitual latecomers being detected by the system should also be subjected to the serious punishment either by way of official queries or non-allowance suspension.

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