

Organizational Culture and Employees' Commitment in Selected Hotels in Abakaliki, Ebonyi State Nigeria

Ozoemena, U.M.¹, *Nwachukwu, U.L.¹, Ulo, F.U.¹

¹Department of Business Management & Entrepreneurship, Faculty of Management Sciences, Ebonyi State University, Abakaliki

*Corresponding Author

DOI: <https://doi.org/10.51583/IJLTEMAS.2026.151000005>

Received: 30 September 2026; Accepted: 05 October 2026; Published: 29 October 2026

ABSTRACT

The study examined the relationship between organizational culture and employees' commitment in selected hotels in Abakaliki, Ebonyi state Nigeria. The objectives were to ascertain the extent of the relationship between internal work environment and employee's commitment; and to determine the degree of the relationship between informal communication practices and employee's commitment. **Survey research design** was adopted, the population of the study was 243 staff drawn from the ten (10) purposively selected hotels in Abakaliki. The data were analyzed using logistic regression analysis with the aid of SPSS version 23. The study found that internal working environment has a positive but statistically insignificant effect on organizational commitment among employees of selected hotels in Abakaliki, Ebonyi State ($\beta = 0.257$, $p = 0.576 > 0.05$). Also, the findings revealed that information communication practices have a positive but statistically insignificant effect on organizational commitment among employees of selected hotels in Abakaliki, Ebonyi State ($\beta = 0.177$, $p = 0.700 > 0.05$). It was therefore recommended that hotel management should improve working conditions by providing adequate facilities, fair compensation, and supportive policies. Additionally, management should encourage open and transparent communication beyond formal hierarchies.

Keywords: Organizational Culture; internal work environment; informal communication practices; employee's commitment; Social exchange theory.

1.1 INTRODUCTION

The contemporary business environment has become increasingly dynamic and competitive, compelling organizations to pay greater attention to internal factors that can enhance employee effectiveness and organizational sustainability. Modern organizations no longer depend solely on financial resources, technology, or physical assets to achieve competitive advantage; rather, the quality of their workforce and the environment in which employees operate have become critical determinants of organizational success. In both manufacturing and service-oriented establishments, employees are regarded as valuable assets whose commitment and dedication significantly influence productivity, customer satisfaction, innovation, and organizational growth. As organizations strive to remain relevant in a rapidly changing economic landscape, there is increasing recognition that organizational culture plays a fundamental role in shaping employee attitudes, behaviours, and performance outcomes.

Organizational culture represents the collective values, assumptions, beliefs, customs, and behavioural patterns that guide how employees think, interact, and perform their responsibilities within an organization. It reflects the acceptable ways of doing things and provides employees with a sense of identity and direction. Hema, Dhananjay & Kapoor (2023) described organizational culture as the shared system of values and

norms that influence employee conduct and organizational practices. Through these shared beliefs and practices, organizations establish standards that shape employee conduct, communication patterns, and approaches to problem-solving.

In many organizations, culture manifests in various dimensions such as leadership style, communication pattern, teamwork, reward systems, work environment, and employee involvement in decision-making. However, this study focuses specifically on internal work environment and informal communication practices as dimensions of organizational culture capable of influencing employee commitment. Employee commitment has become one of the most significant issues confronting organizations because committed employees contri-

bute substantially to organizational success. Nahak & Ellitan (2022) defined employee commitment as the level of attachment and obligation employees have toward their organization. Employee commitment reflects employees' willingness to remain with the organization and exert considerable effort toward achieving organizational goals. Employees who are highly committed are usually enthusiastic, dependable, and willing to go beyond formal job requirements to ensure organizational success. The importance of employee commitment cannot be overemphasized in contemporary organizations. Committed employees often demonstrate higher job satisfaction, lower turnover intentions, and improved productivity. They are more resilient in difficult situations and more willing to adapt to organizational changes.

Employee commitment has become a serious and lingering factor in determining organizational success especially in hospitality industry where services are delivered directly by frontline staff to various customers. Despite increasing investments in hospitality industry, many hotels in Abakaliki appears to be struggling with high rate of staff turnover, inconsistent service quality, and declining customer satisfaction. These challenges are often traced to in adequate employees' commitment, which raises concerns about how organizational culture influences employees' willingness to remain dedicated and committed to the organizations.

This study is therefore poised to:

- i. ascertain the extent of the relationship between internal work environment and employee's commitment in the selected hotels in Abakaliki, Ebonyi State.
- ii. determine the degree of the relationship between informal communication practices and employee's commitment in the selected hotels in Abakaliki, Ebonyi State.

2.1 Concept of Organisational Culture

The concept of organizational culture originated from anthropology and sociology where culture was used to explain shared patterns of life, beliefs, customs, and behaviours among members of society. In organizational studies, the concept was adopted to explain differences in organizational practices, leadership approaches, communication systems, and employee behaviour. Organizational culture is one of the most important concepts in organizational behaviour because it explains the values, beliefs, attitudes, and behavioural patterns that guide how employees interact and perform within an organization. It represents the collective way employees think, behave, communicate, and respond to organizational issues. Chalmers, Marras & Brannan (2025) defined organizational culture as the shared expectations, beliefs, and assumptions that shape how employees think, behave, and interpret workplace experiences. Mercadal (2023) described organizational culture as the social glue that binds organizational members together and creates a sense of identity among employees. The study further stated that organizations with strong and positive cultures often experience improved teamwork, enhanced employee morale, and better organizational performance, while organizations with weak or conflicting cultures may encounter poor communication, low motivation, and high labour turnover. Sholekha, Herachwati & Pramesti (2025) viewed organizational culture as a pattern of shared assumptions developed by organizational members while solving problems relating to external adaptation and internal integration.

Schein and Schein (2018) identified three major levels of organizational culture which include artifacts, espoused values, and underlying assumptions. Artifacts represent the visible aspects of culture such as dress codes, office arrangement, symbols, language, and observable behaviours. Espoused values refer to officially stated philosophies, organizational goals, mission statements, and strategies that guide employee conduct. Underlying assumptions are the deeply rooted beliefs and perceptions that unconsciously influence employee actions and decisions. These assumptions are often difficult to observe directly because employees may not even be consciously aware of them. The interaction among these three levels determines the strength and direction of organizational culture. One of the major characteristics of organizational culture is that it is shared among organizational members. Culture exists because employees collectively accept certain values, beliefs, and behavioural standards as appropriate within the organization. Shared values provide employees with a common understanding of organizational expectations and reduce uncertainty in workplace relationships. Chalmers et al. (2025) argued that shared meanings help employees interpret events consistently and coordinate their actions effectively. Through shared cultural values, employees are able to maintain order, predictability, and cooperation within the organization.

2.1.1 Internal Work Environment

Work environment enshrined as culture covers physical aspects of the workplace, such as cleanliness, infrastructure facilities, safety, social atmosphere, team dynamics and management support that encourages employees' commitment (Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022). In hospitality industry or firms, work environment to large extent influences employees' commitment and job satisfaction (Heimerl *et al.*, 2020). Ganesan (2024) stated that in hospitality industry, where employees often work long hours and face demanding customer expectations, a supportive work environment is crucial for maintaining employee well-being. Healthy work environment contributes to employees' commitment and overall organizational performance and customer satisfaction (Zhenjing et al., 2022).

The internal work environment refers to the contextual elements within an organization that shape employees' day-to-day experiences (Ogunyomi & Akinlabi, 2020). The internal work environment is understood to influence employee motivation, stress levels, interpersonal relationships, and ultimately performance outcomes. From a behavioral perspective, a favourable internal work environment enhances employees' sense of support, belonging, and psychological safety. A positive work environment signals that the organization cares about employee welfare, which can trigger reciprocal positive attitudes such as higher engagement and attachment to the organization (Bond, 2021). Studies in management and organizational psychology indicate that when employees perceive their work environment as conducive characterized by adequate resources, respectful social interactions, and safe working conditions they demonstrate greater effort, increased task performance, and higher commitment levels (Zhenjing, Chupradit, Ku, Nassani & Haffar, 2022).

2.1.2 Informal Communication Practices

Informal communication practices spontaneous, unofficial exchanges of information and ideas that occur outside prescribed organizational hierarchies and formal channels. Often referred to as the "grapevine," this style of communication relies on casual language, personal relationships, and flexible networks rather than official rules or management control. Effective informal communication practices in organisations such as whispering, complaining that enhance openness and transparency are indispensable for improves employees' commitment and satisfaction in organisation. Lacuna created in communication of any kind within an organisation can hinder employees' commitment as communication is the life wire of an organisation. Undoubtedly, clear informal communication practices enable employees to get acquainted with organizational culture, goals, expectations, and changes and can lead to increased trust and engagement (Campbell. 2023). In hospitality firms, such as hotels where teamwork and customer service are paramount, effective informal communication practices facilitate collaboration among employees and ensures that everyone is aligned in delivering exceptional service (Kwortnik & Thompson, 2009). When employees feel that their voice is heard through whispering and complains are valued, enhances their sense of belonging and commitment to the organization. In contrast, poor informal communication practices can lead to misunderstandings, conflicts,

and a lack of alignment among team members. In hotels environment, where timely information is critical, ineffective communication can result in service failures and employee frustration (SiteMinder, 2024), and organizations that prioritize open lines of communication, provide regular feedback, and encourage cohesion among employees. Research indicates that these spontaneous interactions serve several critical functions within organizations: they facilitate information sharing, build trust, strengthen interpersonal bonds, and help employees align with collective norms and expectations (Mikkleson & Hesse, 2023). Informal communication practice contributes to a sense of community, fosters camaraderie, and supports cultural integration, especially in contexts where formal communication alone may be insufficient to address employees' social and emotional needs (Denner, Koch, Viererbl & Ernst, 2024).

2.2 Employees' Commitment

Employee commitment is a widely researched area in the field of organizational behaviour. Several researchers have studied it as a variable that is related to the behaviour and performance of employees (Ayub & Khaleel, 2024; Wu, Mohammadi, & Izadpanah, 2025). Employee commitment is the employee's attachment with and participation in the organization. Employee commitment stands for the attachment that persons make with their organizations they work for. It means that employees are ready to work hard to achieve the organizational goals and that they have strong wish to continue as members of the organization (Saba, Iqbal, & Janjua, 2025). Organizations benefit from the commitment of its employees and their lower degree of job movement, higher level of efficiency or quality of work and lower rate of absenteeism and turnover rates (Faqiri & Mastour, 2024). It is an attitude that reflects an employee's faithfulness towards organization and a continuing process through which members of an organization communicate their concerns related to the organization, its persistent success and welfare (Ayub & Khaleel, 2024). To expect a high level of commitment from employees, an organization is expected to show a similar or even higher level of commitment to its employees (Saba, Iqbal, & Janjua, 2025). An employee who has a high level of commitment to his profession and school would make great hard work to make sure students' success and would be more adaptable to the goals and values of the school. Generally, Boehman, (2016) noted that there are three dimensions of employee commitment: continuance commitment; normative commitment; and affective commitment. Naveed, Nadeem & Naqvi (2024) explained that employee commitment is the extent to which employees accept the goals and values of organization and are desirous to remain in the organization. It is "the aggregate internalized normative demands to perform in a manner which meets organizational objectives and interests". Committed personnel of an organization demonstrate positive intentions to serve their organization and they think very less about quitting the organization (Robbins & Coulter, 2023). (Naveed, Nadeem & Naqvi, 2024).

2.2.1 Types of Employee Commitment

Affective Commitment: According to Sudarmanto (2015) affective commitment is a commitment that creates feelings of belonging and involvement in the organization. Shore & Tetrick, (2020) referred to affective commitment as the type of commitment that involves a positive interaction between the individual and the organization because both have similar values. Those who stay in their organizations with a strong commitment retain their position not only because they need the occupation, but also because they want it (Meyer et al., 2022). Mercurio (2015) stated that affective commitment was found to be an enduring, demonstrably indispensable, and central characteristic of employee commitment. Mowday, Porter, & Steers (2022) stated that affective employee commitment is a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.

Continuance Commitment: According to Sudarmanto (2015) continuance commitment is a commitment to the perceived economic value of remaining in an organization compared to leaving the organization. In the commitment framework, employee pride in the organization is caused by, among other things, employees feeling that the organization is able to meet their needs and provide the necessary facilities. The counterpart to

affective employee commitment is continuance employee commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Anwar & Shukur, 2015). Research into continuance commitment suggests that this component consists of two related sub-dimensions: personal sacrifice and perceived lack of alternatives (Meyer et al., 2020). Both personal sacrifice and perceived lack of employment alternatives increase the costs associated with leaving the organization.

Normative Commitment: The last dimension of the employee commitment model is normative commitment. Normative commitment refers to loyalty and a sense of debt to the organization based on moral obligation and usually develops as a result of socialization practices and based on a sense of duty and loyalty (Abdulla et al. 2017). Normative commitment explains the employees with strong normative commitment will remain with an organization by virtue of their belief that it is the “right and moral” thing to do (Anwar & Balcioglu, 2016). Normative commitment is defined as a strong social emphasis on the obligations and the tendency of individuals (Hameed & Anwar, 2018). Anwar & Ghafoor, (2017) argued that normative commitment to the

organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organization. Besides that, normative commitment might also develop because of the “psychological contract” between an employee and the organization.

2.2 Organizational Culture and Employee Committeemen (Empirical Review)

Rao, Nelakuditi and Aruna (2025) studied organizational culture, employee engagement, and job satisfaction in the hospitality sector in India. The results revealed that organizational culture has a significant and positive influence on both employee engagement and job satisfaction. The study also found that employee involvement acts as a partial mediator between organizational culture and employee outcomes, indicating that employees are more engaged and satisfied when they are actively involved in organizational processes. Perveen, Khan, Shah and Mahmood (2025) conducted a study on organizational commitment, job satisfaction and performance: A comparative study between subject specialists and lecturers in Sargodha Division. The results showed that subject specialist have higher level of organizational commitment than Lecturers. Wee (2025) conducted a study on organizational culture and employee motivation, job satisfaction, and engagement in the hotel industry of Negros Oriental, Philippines. The findings revealed that organizational culture significantly influences employee motivation, job satisfaction, and engagement. Eno and Okon (2025) 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. 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.

2.3 Theoretical Framework

The study is anchored on Social Exchange Theory (SET) which was originally developed by George Homans in 1958 and later expanded by Peter Blau in 1964. It explains social behaviour as an exchange process where individuals seek to maximize benefits and minimize costs in their relationships. The main assumptions of Social Exchange Theory include: (i) human relationships are based on rational evaluation of costs and benefits; (ii) reciprocity is a fundamental principle guiding workplace behaviour; (iii) trust and perceived fairness are essential for sustaining long-term relationships; and (iv) employees’ attitudes and behaviours are influenced by perceived organizational support and treatment. The relevance of SET to the current study is that it provides a behavioural explanation for how organizational culture influences employee commitment in hospitality organizations. In selected hotels in Abakaliki, cultural factors such as internal work environment, informal communication practices, and leadership style determine how employees perceive organizational

support. A supportive culture encourages positive reciprocity, leading to higher employee commitment, while a hostile or autocratic culture may reduce employees' emotional attachment and loyalty.

3.1 METHODOLOGY

The study adopted descriptive survey design. The data collected was used to measure the relationship between organisational culture variables (Internal work environment and formal communication practices) and employees' commitment in the selected hotels. Although there are numerous hotels in Abakaliki Metropolis, ten (10) were purposively selected because they are strategically located in the major commercial and administrative districts of the metropolis, where business activities and customer patronage are highest. The population of the study was 243 staff drawn from the ten (10) selected hotels based on their viability out of hundreds of hotels in Abakaliki. The researcher adopted Hotels located with Abakaliki Metropolis with staff strength of 10 and above.

Table 1: Distribution of Respondents among the Selected Hotels in Abakaliki Ebonyi State

S/N	Name of Hotel	Number of Staff
1	Remeritona Hotels Ltd. Eckankar, Abakaliki	61
2	Monablis Hotel and Suites Ltd Mile 50, Abakaliki	23
3	Osborn La-Palm Hotels Ltd. Kpirikpiri Abakaliki	32
4	San Diego Hotels Ltd. Old Enugu Road, Kpirikpiri, Abakaliki	18
5	Hotels Geneza, Onwe Road, Abakaliki	24
6	Salt Spring Hotel and Suites Ltd Mile 50, Abakaliki	21
7	Salt Lake Resort Hotels Ltd. Azuiyiokwu Abakaliki	14
8	Cerenes Hotels, Amike-Aba, Abakaliki	21
9	Vista Sparkling Hotels, Abakaliki	12
10	Pinnacle Hotels and Suites, Abakaliki	17
Total		243

Source: Survey Report, 2026

The sample size was determined from the Population of 243 using Taro Yamani (1964) sample size determination formular stated as: $n = N / (1 + N(e)^2)$

Where: n = Sample size; e = error margin (0.05); 1= Constant; and N = the population

Substituting in the formular, we have:

$$n = 243 / (1 + 243(0.0025))$$

$$= 243 / 1.6075 = 151$$

Therefore, the sample size of the study is 151. Proportionate sampling method was adopted to distribute the sample size among the selected hotels in Abakaliki, Ebonyi State. Structured questionnaire was administered on the employees of the selected hotels in Abakaliki. The questionnaire was structured into two (2) parts. Section A of the instrument contains Biodata of the respondents while section B focus on organisational culture variables and employees' commitment. Likert 5 Points scales: Strongly Agree = 5, Agree =4, Undecided =3, Disagree = 2 and Strongly Disagree =1 was used in structuring the questionnaire. The instrument was subjected to face and content validation by the research supervisor, educational experts and professionals from the Department of Business Management of Ebonyi State University prior to administration on the respondents. Reliability was determined using test-retest method by administering the

questionnaire on two different occasions to twenty (20) staff drawn from the ten (10) hotels in Abakaliki, Ebonyi State. The consistency of responses was determined using Spearman's Rank Correlation. The Cronbach Alpha coefficient was 0.83 which shows higher degree of items consistency.

The data were analyzed using SPSS version 23. Descriptive statistics, including frequencies and percentages, summarized respondents' demographics and questionnaire responses. Since the normality test showed the data were not normally distributed, logistic regression analysis was applied. A 5% significance level guided the decision rule: hypotheses with p-values below 0.05 were rejected, while those above 0.05 were accepted.

4.1 RESULTS

Table 2: Questionnaire Distribution and Retrieval

Questionnaire Status	Frequency	Percentage (%)
Questionnaire Distributed	151	100
Questionnaire Returned (Valid)	145	96
Questionnaire Not Returned	6	4
Questionnaire Used for Analysis	145	96

In Table 2 above, out of the 151 questionnaires, 145 were returned which represents 96.0%, and 6 copies were not returned which represents 4.0%. Therefore, the remaining 145 copies forming 96.0% were used for the data analysis.

4.2 Respondent Characteristics

Table 3: Gender Distribution of Respondents

Gender	Frequency (F)	Percentage (%)
Male	85	58.6
Female	60	41.4
Total	145	100

Table 4: Age Distribution of Respondents

Age Range (Years)	Frequency (F)	Percentage (%)
18 – 25 years	28	19.3
26 – 35 years	52	35.9
36 – 45 years	40	27.6
46 years and above	25	17.2
Total	145	100

Table 5: Marital Status of Respondents

Marital Status	Frequency (F)	Percentage (%)
Single	48	33.1

Married	86	59.3
Divorced	7	4.8
Widowed	4	2.8
Total	145	100

Table 6: Educational Qualification of Respondents

Educational Qualification	Frequency (F)	Percentage (%)
Secondary School (SSCE)	18	12.4
Diploma/NCE	32	22.1
Bachelor's Degree (B.Sc./HND)	71	49
Postgraduate Degree	24	16.6
Total	145	100

4.3 Questionnaire Construct

Table 7. Internal Work Environment (Items 1–5)

Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total (%)
<i>IWE1: The hotel provides adequate physical facilities (cleanliness, equipment, safety).</i>	28 -19.30%	35 (24.1%)	30 (20.7%)	32 (22.1%)	20 -13.80%	100%
<i>IWE2: The work environment is supportive for employees.</i>	25 -17.20%	33 (22.8%)	31 (21.4%)	34 (23.4%)	22 -15.20%	100%
<i>IWE3: Management provides resources needed for effective work delivery.</i>	27 -18.60%	36 (24.8%)	29 (20.0%)	32 (22.1%)	21 -14.50%	100%
<i>IWE4: The hotel ensures fairness in the workplace.</i>	26 -17.90%	31 (21.4%)	30 (20.7%)	35 (24.1%)	23 -15.90%	100%
<i>IWE5: The social atmosphere encourage commitment among employees.</i>	29 -20.00%	34 (23.4%)	28 (19.3%)	33 (22.8%)	21 -14.50%	100%

Table 8. Informal Communication Practices (Items 6–10)

Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total (%)
<i>ICP1: Informal communication (grapevine) enhances transparency.</i>	30 -20.70%	35 (24.1%)	28 (19.3%)	32 (22.1%)	20 -13.80%	100%
<i>ICP2: Employees freely share information outside official channels.</i>	29 -20.00%	36 (24.8%)	27 (18.6%)	33 (22.8%)	20 -13.80%	100%
<i>ICP3: Informal communication builds trust among employees and management.</i>	31 -21.40%	34 (23.4%)	29 (20.0%)	30 (20.7%)	21 -14.50%	100%

<i>ICP4: Informal communication reduces misunderstandings among employees'.</i>	28	37 (25.5%)	30 (20.7%)	31 (21.4%)	19	100%
	-19.30%				-13.10%	
<i>ICP5: Employees' opinions are valued through informal communication.</i>	29	38 (26.2%)	28 (19.3%)	30 (20.7%)	20	100%
	-20.00%				-13.80%	

4.4 Analysis of Data

Table 9. Case Summary

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
IWE	145	100.00%	0	0.00%	145	100.00%
ICP	145	100.00%	0	0.00%	145	100.00%
PLS	145	100.00%	0	0.00%	145	100.00%
OC	145	100.00%	0	0.00%	145	100.00%

Table 10. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
IWE	0.162	145	0	0.957	145	0
ICP	0.319	145	0	0.731	145	0
PLS	0.338	145	0	0.655	145	0
OC	0.354	145	0	0.696	145	0
a. Lilliefors Significance Correction						

Table 11. Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	166.121			
Final	165.686	0.434	3	0.933
Link function: Logit.				

Table 12: Pseudo R-Square

Cox and Snell	0.003
Nagelkerke	0.003

McFadden	0.001
Link function: Logit.	

Table 13: Parameter Estimates								
		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[OC = 1.60]	0.425	2.165	0.039	1	0.844	-3.818	4.669
	[OC = 1.80]	2.221	2.173	1.044	1	0.307	-2.039	6.481
Location	IWE	0.257	0.459	0.312	1	0.576	-0.643	1.157
	ICP	0.177	0.459	0.149	1	0.7	-0.723	1.078
	PLS	0.017	0.768	0	1	0.983	-1.489	1.522
Link function: Logit.								

4.5 Test of hypotheses

4.5.1 Hypothesis One

H₀₁: Internal Working Environment (IWE) has no significant effect on Organizational

Commitment (OC)

Hypothesis one was tested using ordinal logistic regression to examine the effect of Internal Working Environment on Organizational Commitment. The results show that Internal Working Environment has a coefficient (β) of 0.257, a standard error of 0.459, and a Wald statistic of 0.312. The significance value ($p = 0.576$) is greater than the 0.05 level of significance. This indicates that Internal Working Environment does not have a statistically significant effect on Organizational Commitment. Although the positive coefficient suggests that improvements in the working environment may increase commitment, the effect is weak and not statistically reliable. The 95% confidence interval (-0.643 to 1.157) includes zero, further confirming the insignificance of the relationship. This implies that Organizational Commitment may depend more on other factors such as leadership quality, motivation, and career opportunities. Therefore, the null hypothesis is accepted, concluding that Internal Working Environment is not a significant predictor of Organizational Commitment.

4.5.2 Hypothesis Two

H₀₂: Information Communication Practices (ICP) have no significant effect on Organizational Commitment (OC).

The test of hypothesis two examined the effect of Information Communication Practices on Organizational Commitment using ordinal logistic regression. The results show a coefficient (β) of 0.177, a standard error of 0.459, and a Wald statistic of 0.149. The significance value ($p = 0.700$) is greater than 0.05, indicating that Information Communication Practices do not significantly influence Organizational Commitment. Although the positive coefficient suggests a potential positive relationship, the effect is weak and statistically insignificant. The 95% confidence interval (-0.723 to 1.078) includes zero, indicating uncertainty in the relationship.

This suggests that communication practices alone may not strongly influence employees' commitment. Other factors such as leadership support, motivation, and organizational trust may play more important roles.

Therefore, the null hypothesis is accepted, concluding that Information Communication Practices are not a significant predictor of Organizational Commitment in the organization studied.

5.1 DISCUSSION OF FINDINGS

Hypothesis One: Internal Working Environment and Organizational Commitment

The result of hypothesis one revealed that Internal Working Environment does not have a statistically significant effect on Organizational Commitment among employees of selected hotels in Abakaliki, Ebonyi State ($\beta = 0.257$, Wald = 0.312, $p = 0.576 > 0.05$). This indicates that although there is a positive relationship between Internal Working Environment and Organizational Commitment, the relationship is weak and statistically insignificant. The implication of this finding is that improvements in the internal working environment, such as physical comfort, safety, and workplace support, may not necessarily translate into increased employee commitment among hotel employees in Abakaliki.

This finding contradicts Chandrasekar (2011), who reported that the internal work environment significantly influences employee morale, productivity, and commitment. Chandrasekar emphasized that favorable workplace conditions, including safety, comfort, and adequate facilities, enhance employees' emotional attachment to their organization. Similarly, Raziq and Maulabakhsh (2015) found that working environment has a strong positive influence on employee commitment and performance, arguing that employees tend to reciprocate favorable working conditions with increased loyalty and organizational attachment.

However, the present finding aligns with Azeem (2010), who observed that while working conditions may improve employee satisfaction, they do not always significantly influence commitment unless accompanied by motivational incentives, recognition, and career development opportunities. This suggests that Internal Working Environment alone may not be sufficient to foster strong Organizational Commitment among employees of selected hotels in Abakaliki. The insignificant relationship observed in this study may be attributed to the possibility that employees of selected hotels in Abakaliki perceive working conditions as basic organizational requirements rather than motivational factors that enhance commitment. According to Herzberg's Two-Factor Theory, working conditions are classified as hygiene factors that prevent dissatisfaction but do not necessarily increase motivation or long-term commitment. Therefore, the finding suggests that while Internal Working Environment contributes positively to Organizational Commitment among hotel employees in Abakaliki, it is not a significant determinant. Hotel management should complement improvements in working conditions with motivational strategies such as employee recognition, career advancement opportunities, fair compensation, and leadership support to enhance employee commitment.

Hypothesis Two: Information Communication Practices and Organizational Commitment

The findings of hypothesis two indicated that Information Communication Practices do not have a statistically significant effect on Organizational Commitment among employees of selected hotels in Abakaliki, Ebonyi State ($\beta = 0.177$, Wald = 0.149, $p = 0.700 > 0.05$). This result implies that although effective communication practices may positively influence employee awareness and interaction, the effect is not statistically strong enough to significantly influence Organizational Commitment among hotel employees in Abakaliki. This finding contradicts Abugre (2011), who found that effective organizational communication significantly enhances employee commitment by improving trust, clarity, and employee engagement. Abugre argued that communication plays a crucial role in fostering organizational identification, employee loyalty, and emotional attachment. Similarly, Robbins and Judge (2017) emphasized that effective communication promotes transparency, participation, and employee involvement, which are essential for building Organizational Commitment. They argued that employees who are well informed about organizational goals, policies, and decisions are more likely to develop stronger commitment.

However, the present finding is consistent with Clampitt and Downs (1993), who reported that communication alone may not significantly influence commitment unless it is accompanied by supportive leadership, trust, and participative management practices. This suggests that communication practices must be integrated with other organizational support systems to enhance employee commitment in selected hotels in Abakaliki. The insignificant result observed in this study may be due to the possibility that communication systems within selected hotels in Abakaliki are largely formal, routine, and administrative, without significantly influencing employees' emotional attachment to their organizations. Employees may perceive communication as a standard organizational function rather than a motivational factor that enhances commitment.

Additionally, the low explanatory power of the model (Nagelkerke $R^2 = 0.003$) suggests that Information Communication Practices account for less than 1% of the variation in Organizational Commitment among hotel employees in Abakaliki. This indicates that other factors such as compensation, motivation, job security, and career development may play more significant roles in influencing employee commitment. Therefore, the study concludes that Information Communication Practices do not significantly influence Organizational Commitment among employees of selected hotels in Abakaliki, Ebonyi State. Hotel management should strengthen communication effectiveness by promoting open communication channels, employee feedback systems, and inclusive communication practices.

6.1 CONCLUSION

This study investigated the relationship between organisational culture and employees' commitment in selected hotels in Abakaliki, Ebonyi State, focusing on internal work environment, and informal communication practices. Based on the findings of this study, it is concluded that internal working environment and information communication practices do not have statistically significant effects on organizational commitment among employees of selected hotels in Abakaliki, Ebonyi State. All the cultural dimensions showed a positive relationship with employees' commitment, none was statistically significant. Specifically, internal work environment ($\beta = 0.257$, $p = 0.576$), and informal communication practices ($\beta = 0.177$, $p = 0.700$) all demonstrated weak influences.

This implies that organisational culture variables exist within the hotels but are not effectively implemented to strengthen employee commitment. The conclusion therefore is that organisational culture in its current form is insufficient to drive commitment, and hotels must adopt more participative, supportive, and transparent practices to achieve sustainable performance.

REFERENCES

1. Abdullah, M. M., & Othman, A. K. (2017). Affective commitment and its relationship with organizational citizenship behavior. *International Journal of Business and Social Science*, 7(7), 289–297.
2. Anwar, G., & Abdullah, D. (2021). A study on the effect of organizational commitment on employee performance. *Journal of Humanities and Social Sciences*, 4(2), 90–99.
3. Ayub, S., & Khaleel, B. (2024). The needs of graduates required by the employment industries: analysis of English language speaking course outlines at Pakistani universities. *Journal of Language and Pragmatics Studies*, 3(1), 9–21.
4. Chalmers, R., Marras, A., & Brannan, G. D. (2025). Organizational culture. In *StatPearls*. StatPearls Publishing. <https://www.ncbi.nlm.nih.gov/books/NBK560543/> [Assessed 17 June, 2025]
5. Denner, N., Koch, T., Viererbl, B. and Ernst, A. (2024). *Feeling connected and informed through informal communication: A quantitative survey*. *Journal of Communication Management*, 29(9), 1–19.
6. Hameed, Z., & Anwar, G. (2018). Normative commitment and employee loyalty. *Journal of Organizational Psychology*, 18(2), 77–90.

7. Heimerl, P., Haid, M., Benedikt, F., & Scholl-Grissemann, U. (2020). Job satisfaction as a mediator between work climate and turnover intention in the hospitality industry. *Tourism Management*, 80, 104144.
8. Hema, M., Dhananjay B. R. & Kapoor, R. (2023). Impact of organizational culture on employee engagement and effectiveness. *American Journal of Economics and Business Management*, 6(1), 1-9.
9. Kwortnik, R. J., & Thompson, G. M. (2009). Unifying service marketing and operations. *Journal of Service Research*, 11(4), 389–406.
10. Mercadal, T. (2023). Organizational culture. EBSCO Knowledge Advantage. Available online from: <https://www.ebsco.com/research-starters/sociology/organizational-culture?> [Assessed 17 June, 2025]
11. Mercurio, Z. A. (2015). Affective commitment as a core essence of organizational commitment. *Human Resource Development Review*, 14(4), 389–414.
12. Meyer, J. P., Stanley, D. J., & Parfyonova, N. M. (2023). Employee commitment research in the 21st century. *Journal of Organizational Behavior*, 44(2), 163–182.
13. Mikkelsen, A. C., & Hesse, C. (2023). Conceptualizing and validating organizational communication patterns and their associations with employee outcomes. *International Journal of Business Communication*, 60(1), 287-312.
14. Nahak, S., & Ellitan, L. (2022). Organizational commitment and employee performance: The mediating role of job satisfaction. *Journal of Asian Finance, Economics and Business*, 9(1), 157–165.
15. Ogunyomi, P. O., & Akinlabi, B. H. (2020). Work environment and employee performance. *International Journal of Management Studies*, 7(1), 45–56.
16. Perveen, R., Khan, A. U., Shah, N. M., & Mahmood, Z. (2025). Organizational commitment, job satisfaction and performance: A comparative study between subject specialists and lecturers. *Journal of Applied Linguistics and Tesol*, 8(2), 265–275.
17. Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson Education.
18. Schein, E. H., & Schein, P. A. (2018). *Organizational culture and leadership* (5th ed.). John Wiley & Sons.
19. Sholekha, F. C., Herachwati, N. and Pramesti, G. A. (2025). The impact of leadership style and organizational culture on job satisfaction in human resource development. *Journal of Information Systems Engineering and Management*, 10(60s), 683-695.
20. Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A. and Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: A multi-mediation model. *Frontier Public Health*. 13(10), 890400.