

PERCEIVED ORGANIZATIONAL CULTURE, CO-WORKER SUPPORT, WORK PERFORMANCE, AND EMPLOYEE DEMOGRAPHICS AS CORRELATES OF ORGANIZATIONAL COMMITMENT

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Abstract

This study investigates the perceived organizational culture, co-worker support, work performance, and employee demographics as correlates of organizational commitment within Nigeria's manufacturing industry. The current sample was taken from ten manufacturing organizations in Oyo and Lagos States of Nigeria. Data retrieved were analyzed and presented in tables. Nevertheless, this paper applied a cross-sectional survey approach, of which the survey forms were randomly disseminated. However, out of 500 surveys, 476 were suitable for investigation and analyzed with Statistical Packages for Social Sciences (SPSS vs. 27). The objectives of this paper were to find out if there are correlations between perceived organizational support, co-worker support, work performance, employee demographics, and organizational commitment and to determine how organizational commitment can be enhanced and made consistent within Nigeria's manufacturing sector. The present results established a strong and significant positive correlation between perceived organizational culture, co-worker support, work performance, employee demographics, and organizational commitment within Nigeria's manufacturing industry. Therefore, the management

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of manufacturing industries should ensure a good and consistent strategy that makes employees committed to organizational culture, encourage support among co-workers and increase better work performances.

Keywords: *values; cooperation; tasks; obligation; manufacturing; Nigeria.*

JEL Classification: L60, M14, M54, J24

Introduction

Organizational commitment (OC) is the power of identity between individuals and organizations (Doan *et al.*, 2020). Meyer and Allen (1991) opined that organizational commitment reflects in three (3) components: continuance, affective and normative commitments. They suggested that these three parts should be considered three components, not three types of commitments. They further indicated that continuance commitment is the consciousness of the benefits and costs linked to departing the organization. Hence, workers with a solid continuance commitment stick around the organization since they have to. Employees get attached to the organization as they consider themselves a significant part of its affective commitment. Hence, employees with a robust affective commitment stick around the organization because they like it. Also, normative commitment is a worker's sense of obligation to stay with an organization. Therefore, workers with a solid normative commitment conclude that staying with the organization is an obligation and an ethical standard. However, scholars are still researching factors that significantly impact organizational commitment (Doan *et al.*, 2020).

Lately, many focuses have been on the significance of organizational culture. It is vital to work organization, society, and any group of people; and cannot be over-emphasized. Thus, organizational culture is the fundamental values and beliefs that are the basis for an organization's management system (Choi & Ruona, 2011). It influences employee and organizational performance and long-term efficiency (Cameron & Quinn, 2011). Moreover, organizational culture drives the behaviors of employees (Choi & Ruona, 2011; van den Heuvel *et al.*, 2014).

Furthermore, co-worker support has been noted as the observed level of helpful exertion amongst colleagues, sociability, open communication, a spirit of cooperation within the workgroup, warmth, reliance amongst workgroup (Bateman, 2009). As their relationship advances, workers will require help from their colleagues. Thus, co-workers are essential in enhancing employees' well-being and solidifying their

relationships within the workplace (Khairuddin *et al.*, 2021). Significantly, co-worker support reduces workers' propensities to quit their works (Shoib *et al.*, 2009).

In addition, performance represents one of the most important aspects of a work organization. Al Mehrzi and Singh (2016) stated work performance as an individual's result or level of success during a specific period in carrying out tasks. Moreover, Yang *et al.* (2016) state that works performance is basically what employees do or do not do. Hence, work performance is an individual's capacity to execute activities that add to organizational development (Eliyana & Ma'arif, 2019), and it is positively linked to job satisfaction (Nimalathanan, 2010).

This paper, therefore, covers the concepts of perceived organizational culture, co-worker support, work performance, employee demographics, and organizational commitment. Consequently, it is essential, as the growth of a nation's manufacturing industries measures its economic strength. In the book (*"How Rich Countries Got Rich... and Why Poor Countries Stay Poor"*), Eric Reinert (2019) articulates the importance of manufacturing for a country. The organizational commitment of employees is directly related to the performance of manufacturing companies. So, several manufacturing companies who know this fact have focused on finding dynamism that improves their workers' commitments.

Thus, the current investigation seeks to enhance organizational commitment within Nigeria's manufacturing sector. Investigating the impacts of organizational culture, co-worker support, work performance, and employee demographics on organizational commitment within Nigeria's manufacturing industry will add to the general literature on commitment within the manufacturing industries. It will also remain relevant for human resources management practices and employment relations within Nigeria's manufacturing sector.

Literature Review

This study's literature review deals with concepts such as organizational culture, co-worker support, work performance, employee demographics, and organizational commitment.

1.1 Organizational Culture and Commitment

Organizational culture is a significant influencer of employee commitment and endurance on their jobs (Desselle *et al.*, 2018). Hence, a positive connection between organizational commitment and perceived organizational culture has been

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established (Acar, 2012). Also, Shim, Jo, and Hoover (2015) opined that workers dedicated to an organizational culture tend to be more dedicated to their organizations. Furthermore, Messner (2013) indicated a positive link between perceived organizational culture and organizational commitment, advising an organizational culture change strategy to increase organizational commitment. Moreover, Aranki *et al.* (2019) noted a positive link between perceived organizational culture and organizational commitment, signifying that organizational culture helps retain employees. In addition, Jigjiddorj *et al.* (2021) have established a positive correlation between organizational commitment and perceived organizational culture. Besides, Agwu (2013) noted an essential connection between perceived organizational culture and employees' obligation to Nigeria's civil service. Going by the findings above, would there be any significant link between perceived organizational culture and organizational commitment within Nigeria's manufacturing industry? The tentative statement below will help in investigating:

H1. There is a significant correlation between perceived organizational culture and commitment among employees within Nigeria's manufacturing sector.

1.2 Co-worker Support and Organizational Commitment

Perceive colleague support is perceived to happen when employees feel that co-workers support, encourage, and care about their welfare (Singh *et al.*, 2018). Employees consider co-worker support important because it assists in meeting their needs for association, esteem, and appreciation. It further provides a breather during stressful times. According to Khairuddin *et al.* (2021), co-worker support influences organizational commitment. Also, Limpanitgul *et al.* (2014) noted a significant relationship between colleague support and organizational commitment. Thus, perceived co-worker support produces observed responsibilities among workers, resulting in their commitment to the organization. Moreover, the extent to which employees receive value and support from their colleagues impacts their motivation and satisfaction on the job, increasing their commitment to their organization (Brinkmann & Stapf, 2005). Reinforced by the studies on co-worker support and organizational commitment shown above, this paper hypothesized that:

H2. There is a significant link between co-worker support and organizational commitment among employees within Nigeria's manufacturing industry.

1.3 Work Performance and Organizational Commitment

Elizur and Koslowsky (2001) noted a significant link between work performance and organizational commitment. Similarly, organizational commitment relates to

effectiveness and work performance (Meyer & Herscovitch, 2001). Compared to indifferent people, committed employees are disposed to be persistent on-task sets and fulfill set goals (Kaplan & Kaplan, 2018). Also, the study of Uygur (2007) demonstrated a positive connection between organizational commitment and employee work performance. Also, Özutku (2008) opined a positive relationship between organizational commitment and work performance. Furthermore, Rifat and Akgün's (2011) study displayed a positive association between organizational commitment and work performance. Berberoglu (2015) noted a positive link between organizational commitment and work performance. Dost *et al.* (2011) also indicated a relationship between work performance and organizational commitment. Furthermore, Goddy (2014) specified a substantial correlation between organizational commitment and employee performance. Folorunso *et al.*'s (2014) study exposed that organizational commitment significantly relates to employees' work performance amongst the educated workforce of Oyo State-owned tertiary institutions. Moreover, Ahmad *et al.* (2014) showed a substantial link between employees' work performance and organizational commitment. Parveen (2019) clarifies a connection between organizational commitment and work performance. In knowing the relationship of work performance with organizational commitment within Nigeria's manufacturing industry, this paper has proposed the following statement:

H3. There is a significant relationship between work performance and organizational commitment among employees within Nigeria's manufacturing sector.

1.4 Employee Demographics and Organizational Commitment

Olanrewaju and Kanisola (2010) concluded that gender significantly impacts organizational commitment. Akinbayo (2010) also indicated a significant correlation between gender and organizational commitment. Furthermore, Agwu (2013) found a substantial variance in the organizational commitment of male and female employees in the Bayelsa state civil service, indicating that male employees show more organizational commitment than female employees. In their study, Khalili and Asmawi (2012) noted a significant distinction in the organizational commitment between men and women. Besides, concerning the link between age and organizational commitment, Irving *et al.* (1997) discovered that age did not significantly correlate with an organizational commitment. On the other hand, Meyer and Allen (1991) noted a significant relationship between age and organizational commitment. Agwu (2013) also indicated a considerable variance in

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workers' organizational commitment of different ages. Moreover, Saif *et al.*'s (2012) study established marital status as a dependable influencer of organizational commitment. Hence, married individuals have more family responsibilities and need more job steadiness and security.

Concerning the correlation between working experience and organizational commitment, Akinbayo (2010) found no substantial variance between organizational commitment and the respondents' working experience. Instead, Ellemmer *et al.* (1998) found a significant link between organizational commitment and working experience (in years). In addition, Agwu (2013) noted a significant change in employees' organizational commitment with different years of work experience. Furthermore, a study has shown that education negatively correlates with an organizational commitment regarding the link between education and organizational commitment. This is because it is more difficult for individuals who have low levels of educations to change their jobs and thus offer a more significant obligation to their organizations (Khan *et al.*, 2013). Akintayo (2010) opined that more qualified workers tend to be more committed as they become aware of the organization's attitude regarding being less qualified. Educational qualification helps in the development of organizational commitment. Individuals' academic qualifications increase their sense of belongingness concerning organizational commitment (Nawaz & Kundi, 2010). Therefore, the stated literature has inspired the following hypothesis:

H4. Employee demographics significantly correlate with organizational commitment among employees within Nigeria's manufacturing industry.

Furthermore, the literature review above stimulated the following hypothesis:

H5. There is a joint influence of perceived organizational culture, co-worker support, work performance, and employee demographics on organizational commitment among employees within Nigeria's manufacturing industry.

This paper increases the literature by looking into the correlation among perceived organizational culture, co-worker support, work performance, employee demographics, and organizational commitment to suggest a pragmatic model to considerably inspire and intensify organizational commitment within Nigeria's manufacturing industry.

Methodological Background

This paper adopted a cross-sectional survey approach. Questionnaires were distributed amongst participants to test the paper's hypotheses and gather data

about their views on perceived organizational culture, co-worker support, work performance, employee demographics, and organizational commitment among employees within Nigeria's manufacturing industry. Surveys were handed to 500 employees from ten manufacturing organizations in Oyo and Lagos States of Nigeria. The ten manufacturing organizations are Nigeria Breweries, Sweetco Foods Limited, Eagle Paints, Da Viva, Filade Marble Works, GlaxoSmithKline, Rite Foods Ltd, 7up Bottling Company, Peach Manufacturing Company Limited, and Eleganza Industrial City Limited Ikeja. Data retrieved from participants were analyzed and presented in tables. However, the current investigation respects the ethical matters linked to gathering, quantifying, and keeping private data. Thus, the current researchers encouraged voluntary participation. Altogether, 476 questionnaires were recovered and considered suitable to use. The data retrieved was cleansed and analyzed with the Statistical Package for Social Sciences (SPSS v 27). The present investigation piloted reliability analyses to achieve the measure's local reliability.

This paper's questionnaire has segments:

3.1 Section A – Employees' demographics

This segment has the participants' demographics, like gender, marital status, age, education qualification, and work experience.

3.2 Section B: Perceived organizational culture scale (POCS)

This investigation assessed employees perceived organizational culture with the 24-item scale developed by Cameron and Quinn (2011), measuring organizational culture. The questionnaire asked the participants to answer each question item through a 5-point Likert scale (1=strongly disagree, 5=strongly agree). The initial Cronbach's alpha of the 24-item measure was 0.80, but a Cronbach's alpha coefficient of 0.90 was derived for this measure's reliability in this paper.

3.3 Section C: Co-worker support scale (CWSS)

This segment measures the respondents' perception of colleagues' support with a measure developed by Smith et al. (2013). This measure contains 11 items with a 4-point Likert rating scale. Participants are to stipulate their agreement or divergence with the statements, as listed in the questionnaire. The initial reliability coefficient of the measure was 0.89. In this paper, a Cronbach's alpha reliability of 0.92 was derived.

3.4 Section D: Work performance scale (WPS)

This section measures the employee work performance. It has an 18-item scale developed by Koopmans (2015). This scale measures the three (3) main scopes of

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work performance: task performance, counterproductive work behavior, and contextual performance. This measure has a 5-point rating scale (0 = seldom to 4 = always for the contextual and task performance, and 0 = never to 4 = often for counterproductive work behavior). The developer recorded an initial Cronbach's alpha reliability coefficient of 0.79, while the current study derived a Cronbach's alpha reliability coefficient of 0.81.

3.5 Section E: Organizational commitment scale (OCS)

This paper measured organizational commitment with an 18-item scale developed by Meyer and Allen (1991), having a Cronbach's alpha of 0.89. The measure contained three subscales, with first measuring affective commitment (six items, statement sample: "I would be very happy to spend the rest of my career in this organization"), second measuring continuance commitment (6 items, statement sample: "It would be very hard for me to leave my job at this organization right now even if I wanted to"), and the third measuring normative commitment (6 items, statement sample "I do not feel any obligation to remain with my organization"). It has a 5-point response scale (1 - strongly disagree, 5 - strongly agree). However, this paper noted an 0.95 Cronbach's alpha coefficient.

Nevertheless, the current study conducted a pilot investigation to identify any possible difficulties in advance and validate the scale's effectiveness.

Results

4.1 Descriptive Statistics

The results from the data analyzed in the current study are shown below:

Table 1 below displays those 162 respondents were 20-34 years old, 203 were 35-49 years old, and 111 participants were 50 years old plus. Likewise, the table shows that 352 respondents were male, whereas 124 were female. The grouping of participants by work experience indicates that more respondents had 11-15 years of work experience (214; 45.0%) next, participants who had 1-5 years of work experience (171; 35.9), and respondents with 6-10 years work experience (91; 19.1%). Moreover, the results showed that 118 (24.8%) participants had other professional qualifications, 239 (50.2%) were Master of Science/ Master of Technology holders, and 119 (25.0%) were Higher National Diploma/Bachelor of Technology licensed. Besides, the current results further included that 180 participants were single, whereas 296 were married.

Table 1. Demographics of participants within Nigeria’s manufacturing industry

| Characteristics | Category | Frequency | Percent (%) |
|----------------------------------|-----------------------------------|-----------|-------------|
| Age | 20-34 | 162 | 34.0 |
| | 35-49 | 203 | 42.6 |
| | 50 and above | 111 | 23.3 |
| | Total | 476 | 100.0 |
| Gender | Male | 352 | 73.9 |
| | Female | 124 | 26.1 |
| | Total | 476 | 100.0 |
| Work Experience | 1-5 | 171 | 35.9 |
| | 6-10 | 91 | 19.1 |
| | 11-15 | 214 | 45.0 |
| | Total | 476 | 100.0 |
| Educational qualification | Other Professional Qualifications | 118 | 24.8 |
| | M.Sc./MTech | 239 | 50.2 |
| | HND/BTech | 119 | 25.0 |
| | Total | 476 | 100.0 |
| Marital Status | Single | 180 | 37.8 |
| | Married | 296 | 62.2 |
| | Total | 476 | 100.0 |

Source: Author’s fact-finding

4.2 Inferential Statistics

The resulting matrix from Table 2 shows that perceived organizational culture strongly and positively correlates with organizational commitment within Nigeria’s manufacturing industry ($r = .961$; $p < .01$). The value p is adequate. Thus, the stated hypothesis, namely, there is a significant correlation between perceived organizational culture and commitment among employees within Nigeria’s manufacturing industry, is confirmed. The current findings indicate a strong and significant positive correlation between co-worker support and organizational commitment within Nigeria’s manufacturing industry ($r = .885$; $p < .01$). The value p is appropriate. Thus, the stated hypothesis is established: there is a significant link between co-worker support and organizational commitment among employees within Nigeria’s manufacturing industry. In addition, Table 2 indicates a strong and

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significant positive relationship between work performance and organizational commitment within Nigeria’s manufacturing industry ($r = .999$; $p < .01$). The value p is adequate. So, the stated hypothesis, namely, there is an essential link between work performance and organizational commitment among employees within Nigeria’s manufacturing industry, is confirmed.

Moreover, further analysis reveals that all the employee demographics under study (gender, age, marital status, educational qualification, and work experience) have a significant positive link with organizational commitment ($r = .561$; $p < .01$; $r = .535$; $p < .01$; $r = .536$; $p < .01$; $r = .558$; $p < .01$; $r = .507$; $p < .01$) respectively. All the p values are adequate. Thus, the stated hypothesis, namely, employee demographics significantly correlate with organizational commitment among employees within Nigeria’s manufacturing industry, is confirmed.

Further analysis revealed that perceived organizational culture strongly and positively correlates with co-worker support and work performance within Nigeria’s manufacturing industry ($r = .946$; $p < .01$; $r = .962$; $p < .01$), respectively. The p -values are adequate. It also showed that colleague support has a significant and positive correlation with work performance ($r = .887$; $p < .01$). The p -value is sufficient.

Table 2. Zero-Order correlations showing the correlation between perceived organizational culture, co-worker support, work performance, employee demographics, and organizational commitment within Nigeria’s manufacturing sector.

| Variables | Gndr | Age | M St. | Edu Q. | Wk Exp. | POC | CWS | WP | OC | Mean | SD |
|--------------------|--------|--------|--------|--------|---------|--------|--------|--------|----|-------|-------|
| Gender | 1 | | | | | | | | | 1.26 | .439 |
| Age | .519** | 1 | | | | | | | | 1.89 | .750 |
| Marital Status | .325** | .547** | 1 | | | | | | | 1.62 | .485 |
| Educational Qual | .548** | .267** | .058 | 1 | | | | | | 2.00 | .706 |
| Work Experience | .373** | .572** | .219** | .362** | 1 | | | | | 2.09 | .896 |
| Perceived Org Cul. | .481** | .482** | .533** | .506** | .465** | 1 | | | | 71.46 | 12.29 |
| Co-worker Support | .506** | .500** | .584** | .360** | .441** | .946** | 1 | | | 32.96 | 6.18 |
| Work Perf. | .556** | .537** | .546** | .553** | .495** | .962** | .887** | 1 | | 35.79 | 8.82 |
| Org. Com | .561** | .535** | .536** | .558** | .507** | .961** | .885** | .999** | 1 | 53.64 | 8.89 |

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author’s fact-finding

Additionally, Table 3 shows that perceived organizational culture, co-worker support, work performance, and employee demographics significantly, jointly, and positively influence organizational commitment within Nigeria’s manufacturing industry ($R = .989$, $R^2 = .988$, $F = 31018.021$, $p < .01$). The p-value is adequate. These results show that perceived organizational culture, co-worker support, work performance, and employee demographics significantly, jointly, and positively induced a 98.9% variation in organizational commitment within Nigeria’s manufacturing industry. Thus, the assumption is confirmed that there is a collective impact of perceived organizational culture, co-worker support, work performance, and employee demographics on organizational commitment among employees within Nigeria’s manufacturing industry.

Table 3. Multiple regressions presenting the joint influence of perceived organizational culture, co-worker support, work performance, employee demographics on organizational commitment within Nigeria’s manufacturing industry.

| Model | R | R-squared | Adjusted R-squared | F | Sig |
|-------|------|-----------|--------------------|-----------|-------------------|
| 1 | .989 | .988 | .988 | 31018.021 | .000 ^b |

Predictors: (Constant), Work Performance, Work Experience (in years), Marital Status, Gender, Educational Qualification, Age, Co-worker Support, Perceived Organizational Culture.

Source: Author’s fact-finding

The current findings revealed that perceived organizational culture significantly and positively correlates with organizational commitment within Nigeria’s manufacturing industry. This view assumes that an increase in abiding by the behavioral expectations guiding employees in behaving in ways in line with its culture increases their disposition to be committed to their organizations within Nigeria’s manufacturing industry. This paper corroborates Acar (2012), who indicated a positive connection between organizational commitment and perceived organizational culture. It also supports Desselle *et al.*’s (2018) view that perceived organizational culture has been recognized as a significant influencer of employee commitment and endurance on their jobs. It further corroborates Messner’s (2013) position that there is a positive association between perceived organizational culture and organizational commitment, recommending an organizational culture

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change tactic to intensify organizational commitment. The current results also corroborate the position of Aranki *et al.* (2019), who noted a positive link between perceived organizational culture and organizational commitment, signifying that organizational culture helps retain employees. These results further sustained the position of Jigjiddorj *et al.* (2021) that a positive correlation exists between perceived organizational culture and organizational commitment.

Similarly, the current findings have established a significant and positive link between colleague support and organizational commitment within Nigeria's manufacturing industry. This result implies that workers within Nigeria's manufacturing sector will be more committed to their organizations as much as they get supports from their colleagues/co-workers. The current results support Eisenberger *et al.* (2001), which opine increased colleague support makes employees feel recognized and more committed to the jobs. These results also corroborate the study of Khairuddin *et al.* (2021), which established that co-worker support influences organizational commitment. This paper also confirms Limpanitgul *et al.* (2014), who noted a significant connection between co-worker support and organizational commitment. Perceived colleague support produces observed responsibilities among workers, resulting in their commitment to the organization. The current results further corroborate the findings of Brinkmann and Stapf (2005). They noted that the extent to which employees receive value and support from their colleagues impacts their motivation and satisfaction on the job, increasing their commitment to their organization.

Furthermore, this paper posits that work performance is significantly related to organizational commitment among employees within Nigeria's manufacturing industry. Hence, it confirms Kaplan and Kaplan's position (2018), who opined that committed employees are disposed to be persistent on-task sets and fulfill set goals. The current investigation supports Rifat and Akgüns (2011), as they displayed a positive correlation between organizational commitment and work performance. It also corroborates the findings of Berberoglu (2015), who noted a positive link between organizational commitment and work performance. Moreover, this paper confirms Folorunso *et al.'s* (2014) view that organizational commitment significantly relates to employees' work performance amongst the educated workforce of Oyo State-owned tertiary institutions. It also corroborates the position of Goddy (2014), who specified a substantial connection between organizational commitment and employee performance. Besides, the current findings support Ahmad *et al.'s* (2014) view that showed a considerable link between employees'

work performance and organizational commitment; and Parveen's (2019) position clarifies that there is a correlation between organizational commitment and work performance.

The current results indicate that perceived organizational culture strongly and positively correlates with co-worker support. It assumes that the more workers within Nigeria's manufacturing industry understand and observe their organization's culture, the more they tend to support their co-workers. Also, this paper established that perceived organizational culture strongly and positively correlates with work performance within Nigeria's manufacturing industry. This view indicates that employees' work performance within Nigeria's manufacturing sector will improve and increase with the rate they recognize and observe their organization's culture. Moreover, the current results expose that colleague support has a significant and positive correlation with work performance. It infers that employees' work performance within Nigeria's manufacturing industry will improve and increase by identifying and observing its culture.

In addition, this paper has established that all the employee demographics under study (marital status, gender, educational qualification, age, and work experience) have a significant positive link with organizational commitment. Thus, it confirms Akinbayo's (2010) position that signified an essential correlation between gender and organizational commitment. It also supports the view of Agwu (2013) that found a substantial variance in the organizational commitment of male and female employees in the Bayelsa state civil service, indicating that male employees show more organizational commitment than female employees. The current investigation supports the view of Meyer and Allen (1991) that there is a significant link between age and organizational commitment. It also corroborates Agwu (2013), who indicated a noteworthy difference in the organizational commitment of employees of different ages. The current findings confirm the position of Saif *et al.* (2012) that marital status significantly encourages organizational commitment, indicating that married individuals have more family responsibilities and need more job steadiness and security. This paper further confirms the findings of Khan *et al.* (2013) that educational qualification significantly relates to organizational commitment. They noted that it is more difficult for individuals who have low levels of educations to change their jobs and thus offer a more significant obligation to their organizations. Besides, the current findings corroborate the finding of Agwu (2013) that there is a substantial variance in employees' organizational commitment with different years of work experience.

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According to the current findings, this paper has achieved the study’s aim: to suggest a pragmatic model to inspire and increase organizational commitment within Nigeria’s manufacturing sector. Hence, the model in figure 1 below:

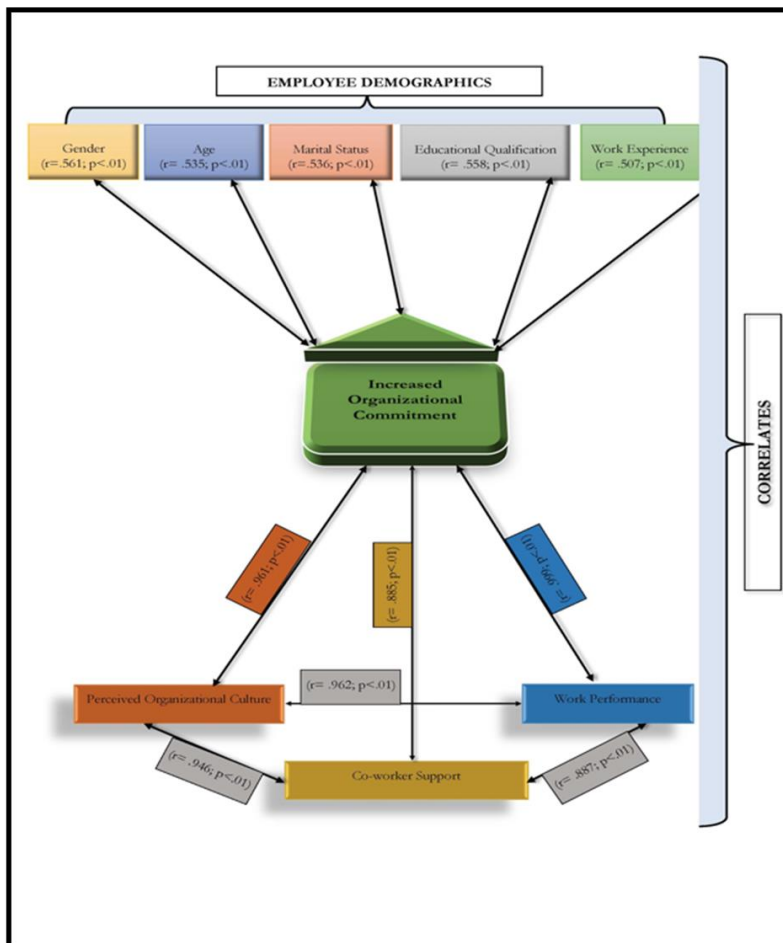


Fig. 1. Model for inspiring and increasing organizational commitment within Nigeria’s manufacturing sector.

Source: Author’s findings

Conclusions

The current investigation established that perceived organizational culture, co-worker support, work performance, and employee demographics correlate significantly, independently, and positively with organizational commitment. Thus, these stated factors have been proven to correlate with organizational commitment within Nigeria's manufacturing industry. Also, joint influences of these correlates (perceived organizational culture, co-worker support, work performance, and employee demographics) cannot be disregarded. This paper's results have significant implications for Nigeria's manufacturing sector's management, human resources, and recruitment departments. They can stimulate and increase organizational commitment by establishing and encouraging organizational culture, reassuring co-worker support, and creating an enabling atmosphere for an individual's capacity to execute activities that add to organizational development. However, the following recommendations are helpful:

- This paper recommends that the management of manufacturing industries ensure a good and consistent strategy that makes employees committed to organizational culture. Furthermore, the management of manufacturing industries should create a work atmosphere that encourages support among co-workers and increases better work performances.
- Also, this paper recommends qualitative empirical studies to understand the employees' organizational commitment better. These in-depth qualitative inquiries could disclose issues that would allow a more thorough operationalization of the concepts linked to commitment.

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