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Balancing Clan and Market Cultures: Comparative Impacts on Affective and Normative Commitments

¹Nevelyn Batta & ²Iniabasi Umo*

^{1,2} University of Uyo



ORCID:

¹ <https://orcid.org/0009-0001-7829-805x>

² <https://orcid.org/0009-0009-6394-5806>

*Corresponding Author: umoiniabasi011@gmail.com

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Abstract

This article balances clan and market cultures by comparing their impact on affective and normative commitment. It has two objectives: the place of clan culture on affective commitment, and the place of market culture on normative commitment. The survey research method was used to gather data from 133 employees from a sample size of 45 and 88 in Federal Polytechnic, Ukana, and Heritage Polytechnic, Eket respectively. The weighted mean score, Pearson Product Moment Correlation and ANOVA were the statistical tools used to analyse the data. The result revealed that clan culture has a significant relationship on affective commitment. The weighted mean score of 2.8 validates this stance, while the ANOVA result supports the Pearson Correlation findings. Market culture also has a significant relationship on normative commitment. The weighted mean score of 2.5 validates the stance, while the ANOVA result supports the Pearson Correlation findings. Conclusively, the article submits that clan and market cultures actually influenced employees to the extent that they were affectively and normatively committed to their respective organisations, and their level of commitment was high. Therefore, the comparative strength of associations reveals a positive significant relationship between clan culture and affective commitment, implying employees' stronger sense of loyalty and willingness to contribute to the organisation even in a way that goes beyond the call of duty; while the positive significant relationship between market culture and normative commitment implies that employees within this cultural environment focus more on outcomes, responsibilities, and achievements.

Keywords: Clan Culture, Market Culture, Employee Commitment, Affective Commitment, and Normative Commitment.

Introduction

Corporate culture encompasses the way of life of an organisation or group. It refers to ‘how things are done’ (i.e. the ways of life, customs, beliefs and practices) within a specific organisational environment or place, and that environment is influenced by certain existing conditions or philosophy. Zindiye et al (2023), equate corporate culture with the personality of the organisation, depicting employee behaviour even when they are not instructed on what to do. George and Jones, (2022, p. 488) define corporate culture as “the set of shared values, beliefs, and norms that influences the way employees think, feel, and behave toward each other and toward people outside the organisation”, while Mullins and Rees (2023, p. 487) said it is, “how things are done around here” adding that it is “...the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization”.

Mcshane and Von Glinow (2024, p. 498) define corporate culture as the “correct way of thinking about and acting on problems and opportunities facing the organisation”, while Denison (2023) viewed it as the underlying set of values, beliefs, and principles that serve as a foundation for an organisation’s management system, as well as the set of management practices and behaviours that both exemplify and reinforce them. To Johnson (2013, p. 3), corporate culture “embodies the ethos and values of a particular organisation, which are expressed through the way it operates and the practices it undertakes. If the latter are deemed to be wrong, then the former needs to be addressed in order for any issues to be resolved effectively. Anything else would be superficial change and unlikely to have a lasting impact.” Explaining the importance of culture to organisations, Reigle (2001) and Akter et al. (2023) stated that it is an important factor in successful technology implementation, innovation, mergers, acquisitions, job satisfaction, organisational success and team effectiveness; and to the importance of determining whether organisations exhibit organic or mechanistic cultures.

From the expositions above, corporate culture showed the fusion of different elements into a unique style. Mcshane and Von Glinow (2024) described it as an organisation’s DNA (deoxyribonucleic acid), an invisible but powerful guide that shapes what happens in the workplace. To this end, every organisation tries to instill its culture on employees through three levels. Schein and Schein (2023) identified three levels: artifacts or surface level (visible and feelable structures and processes, observed behaviour, and how people communicate digitally, that is the “personality” of internal software interfaces, and video-conferencing norms); espoused beliefs and values or middle level (ideals, goals, values, aspirations, ideologies, and rationalisations. Values must be tested by experience to remain “aspirational” represent true culture); and basic underlying assumptions or deeper level (unconscious, taken-for-granted beliefs and values. This is the “soul” or “DNA” of the organisation, which if challenged, are often met with extreme social pressure because the beliefs are the group’s sense of security).

Corporate culture exists in spectrums, of which only two will be the focus of this study: clan and market cultures derived from the competing values framework (CVF) culture model. Clan culture is people-focused and operates like a large, close-knit family. It is centered on cooperation, teamwork, and strong interpersonal relationships, long-term development of employees, and participation. It emphasised employee development, mentoring, values individual input and shared knowledge, which supports innovation. In contrast, market culture is driven by competition and winning. It is highly competitive and goal-focused, pursues market share, profitability, and beating rivals. Productivity and profitability are priority as success is measured by market leadership and financial performance, as such, reputation and brand strength are paramount.

Scholars have affirmed that the knowledge and understanding of workplace culture is important for employees to be committed to the organisation. The extent of employee commitment is determined by



how much corporate culture is understood and assimilated. Meyer (2016) explains that just as employees are committed to their workplace, employers also make commitments to their employees, unions, customers, shareholders, and regulatory bodies, among others, and these commitments are all important because they have implications for behaviour, as employees committed to the organisation are less likely to leave voluntarily. However, scholars have argued that keeping employees alone, would not make organisations to be effective except employees attend regularly to their duties, perform tasks effectively, contribute to a positive social milieu, and shun behaviours that were counterproductive. As a multidimensional construct, Allen (2016, p. 30) states that employee commitment describes “the psychological bases of commitment to a particular focus” by attempting to “characterise the nature of the ‘ties that bind’ individuals to the focus of their commitment”. This means that though each commitment dimension is treated as a separate concept that could be viewed individually, it could also be considered in concert with other commitment dimensions.

Researchers of the multidimensional concept have identified three distinct components of commitment known as the three-component model (TMC): affective, continuance and normative, to show the bases of employees’ commitment to their organisations, but only two, affective and normative will be the focus of this article.

Affective commitment: refers to employees who portrayed an emotional attachment and identity with an organisation. Here, employees’ acceptance and identification with organisational goals is seen as a kind of organisational identity that fuels their desire to stay.

Normative or calculative commitment: refers to employees’ sense of obligation and responsibility to stay with the organisation. Here, commitment is based on various inducements the employee expects for their contributions to the organisation.

TCM researchers argued that since affective, continuance, and normative commitment developed on the basis of different work experiences and perceptions, an employee’s commitment was best described as a profile made up of all three. Consequently, clan culture and market culture are two realities that influence employee commitment differently in organisations because of their distinct cultural archetypes. Therefore, this article is apt as it would reveal how employees thought and actions influenced their commitment by juxtaposing two contrasting organisational orientations: clan and market cultures on affective and normative in two institutions, Heritage polytechnic, Eket, a private tertiary institution, and Federal polytechnic, Ukana, a federal government owned tertiary institution, both in Akwa Ibom State. It has three objectives: ascertain the place of clan culture on affective commitment, ascertain the place of market culture on normative commitment, and ascertain the comparative impact between clan and market cultures on affective and normative commitments. It would also focus on two hypothesis - H_1 : there is a significant relationship between clan culture and affective commitment, and H_2 : there is a significant relationship between market culture and normative commitment.

Theoretical framework

The Self-Determination Theory (SDT), and Douglas McGregor’s Theory X and Theory Y were the theories used in this article.

Self-Determination Theory (SDT): the theory was initiated by Psychologists Richard Ryan and Edward Deci in 1985 but expanded significantly in 2000. SDT gives an all-inclusive understanding of human motivation and functioning; meaning people are inspired to work. It supposes that human motivation is suitable for connecting workplace initiatives to outcomes, and the best way to get human beings to perform tasks is to reward their behaviour. SDT describes work environments that enables the satisfaction



of three basic psychological needs: autonomy, relatedness, and competence; thereby promoting organisational commitment and other positive psychological and behavioural outcomes. SDT is relevant to this study as it suggests that needs satisfaction and motivation of employees in workplace triggers commitment. Since satisfaction of basic human psychological needs: autonomy, relatedness, and competence are the hallmark of SDT, it would translate that a happy employee would result in a motivated employee and consequently, a happy organisation (all things being equal). This not only serves as a workable purpose for employee commitment in organisations, it is suited to say that rewarding the behaviour of employees in public institutions is enough motivation for them to commit to their organisation.

Douglas McGregor's Theory X and Theory Y: The theory was propounded by Douglas McGregor in 1960 and advocates the human relations approach to management. Theory X is based on the assumptions that management is responsible for organising the money, material and people for economic ends; people must be controlled and motivated to fit organisational needs; and without intervention and direction, people would be passive or resistant to the achievement of organisational needs. Accordingly, McGregor's believes that the human nature is not straightforward as such: the average man is indolent by nature and works as little as possible; lacks ambition, dislikes responsibility and prefers to be led; inherently self-centered and indifferent to organisational needs; is by nature resistant to change; is gullible, not very bright, and the ready dupe of frauds and the demagogue.

Theory Y on the other hand, represented the manager who adhered to the percepts of the human relations movement. McGregor is of the notion that managers should view workers as motivated by the higher-order needs in Abraham Maslow's hierarchy of need theory, and capable of independent achievement in the workplace. Theory Y is hinged on the notion that: the use of physical and mental effort in work is a natural process that can be likened to play or rest; external control and the threat of punishment are not the only ways to realise organisational objectives. Man will exercise self-direction and self-control in the realisation of objectives to which he is committed; employee commitment to organisational objectives is tied to the rewards associated with their achievement. The most significant rewards such as the self actualisation needs are direct products geared towards organisational objectives; the average human being learns under proper conditions to both accept and seek responsibility; the capacity to reach a high degree of imagination, ingenuity and creativity in the solution of organisational problems is widely distributed in the population; the intellectual potentials of the average human being are partially utilised under modern industrial life condition.

The assumptions of Douglas McGregor's Theory X and Theory Y was tested in the institutions studied to ascertain if indeed employees were controlled and motivated to fit organisational needs or they were self-motivated and capable of independent achievement in the workplace. It would further expose if employees were inherently self-centered and indifferent to organisational needs, or their commitment to organisational objectives was tied to rewards associated with their achievements.

Method

Survey research was adopted in this work because it permits the examination of two or more variables to investigate research questions or test research hypotheses. The Weighted Mean Score, Pearson Product Moment Correlation Coefficient and Analysis Variance (ANOVA) are the statistical tools employed in the data analysis. The population for this work includes the employees of the two polytechnics: Federal Polytechnic, Ukana, Essien Udim local government area, and Heritage Polytechnic, Eket local government area, Akwa Ibom State. The staff population of Federal Polytechnic, Ukana was 125, while that of Heritage Polytechnic was 246, totaling 371 persons. The sample size of 133 was statistically



determined using Taro Yamane's formula for finite population. The cluster random sampling was used to determine the appropriate sample for each institution, thereafter, the two-stage cluster sampling technique was used to proportionately determine the sample size of each institution which was 45 and 88 respectively. Face validity was used to validate items in the questionnaire as well as questions for the in-depth interviews, while communication experts vetted the instruments. A mini-study was conducted on 20 employees from Heritage Polytechnic, Eket, who did not participate in the final study. The results showed that clan culture was dominant as affirmed by 14 respondents, while 14, 13, 18 agreed to the influence of affective, continuance normative commitment respectively.

The measuring instruments used were the questionnaire and in-depth interviews. Twelve questions were structured in line with the research questions, following Likert's modified four-point scale graded as: Strongly Agree (SA) – 4, Agree (A) – 3, Disagree (DA) – 2, and Strongly Disagree (SD) – 1. The decision rule was determined through the Weighted Mean Score (W.M.S) derived from the modified four-point Likert scale, where the total sum of a unit is 10 and thus, the decision rule ≥ 2.5 . Therefore, if the calculated mean is above 2.5, the response is positive, and below 2.5, it is negative. In-depth interviews were conducted with the Rector of Federal Polytechnic, Ukana, code named A, and Rector of Heritage Polytechnic, Eket, code named B. The data was analysed using both descriptive and inferential statistical methods; descriptive statistics using the weighted mean score (wms) was employed for the analysis of the research questions, while for the inferential statistics, the Pearson product moment correlation coefficient (PPMC) was employed to assess the strength and direction of the relationship between the various variables of corporate culture and the various variables of employee commitment. The one-way analysis of variance (ANOVA) was further used to study significant differences that exist in relation to employee commitment with respect to the corporate cultures that exist in the institutions. The use of the WMS, PPMC, and ANOVA tests made the research more robust, as it entailed methodological triangulation. The tests were conducted at the 0.05 level of significance, which was the basis of the decision-making process of the research. The in-depth interviews were analysed qualitatively, using Robert Yin's explanation building technique, while the hypotheses were tested using the Pearson product moment correlation coefficient to determine the relationship between the variables. All respondents were duly informed about their participation in the study; the confidentiality and anonymity of their response was guaranteed before the questionnaire was administered.

Findings

Table 1: Culture Types

Culture Type	FedPoly				Total	Culture Type	Heritage				Total
	SA	A	DA	SD			SA	A	DA	SD	
Clan	37	8	0	0	45	Market	28	60	0	0	88
Weighted Mean Score	3.2	0.5	0	0	3.7	Weighted Mean Score	1.2	2	0	0	3.2

Source: Field survey (2026)

In Federal Polytechnic as seen in Table 1 above, clan culture was dominant with 45 (37+8) score representing 100 percent and a weighted mean score of 3.7, meaning that the institution's key features showed a family or collaborative unit, while in Heritage Polytechnic, market culture was dominant with 88 (28+60) score representing 100 percent and a weighted mean score of 3.2, implying that the institution was mainly competitive and goal-focused. The weighted mean score also reveals the strength of the dominant culture.



Table 2: Commitment Types

Commitment Type	FedPoly				Total	Commitment Type	Heritage					Total
	SA	A	DA	SD			SA	A	DA	SD	NR	
Affective	122	76	0		45	Normative	116	0	16	01		88
Weighted Mean Score	1	1.8	0.2	1	3	Weighted Mean Score	0.5	2	0.3	0	0	2.8

Source: Field survey (2026)

The affective and normative commitments data seen in Table 2 above showed that 39 (12+27) and 71 (11+60) respondents in Federal Polytechnic and Heritage Polytechnic respectively agreed to their affective and normative commitment to the organisation. The weighted mean score of 2.8 and 2.5 respectively validates this stance, meaning that affective commitment influenced employees in Federal polytechnic highly, while normative commitment averagely influenced employees in Heritage polytechnic

Table 3: Employee awareness of workplace culture

Cultural Practices	FedPoly					Total	Heritage				Total
	SA	A	DA	SD	NR		SA	A	DA	SD	
Core values	21	19	4	1	0	45	28	59	1	0	88
Weighted Mean Score	1.8	1.2	0	0	0	3	1.2	2	0	0	3.2
Stories/traditions	19	20	5	1	0	45	33	52	3	0	88
Weighted Mean Score	1.6	1.3	0	0	0	2.9	1.5	1.7	0	0	3.2
Leadership Philosophy	18	18	7	1	1	45	27	59	2	0	88
Weighted Mean Score	1.6	1.2	0	0	0	2.8	1.2	2	0	0	3.2
Employee conduct policy	22	15	7	0	1	45	34	48	6	0	88
Weighted Mean Score	1.9	1	0	0	0	2.9	1.5	1.6	0	0	3.1
Symbols/artifacts	40	4	0	0	1	45	53	32	3	0	88
Weighted Mean Score	3.5	0	0	0	0	3.5	2.4	1	0	0	3.4
Communication flow	38	6	0	0	1	45	44	43	1	0	88
Weighted Mean Score	3.3	0	0	0	0	3.3	2	1.4	0	0	3.4
Employee reward	16	21	6	0	2	45	23	59	6	0	88
Weighted Mean Score	1.4	1.4	0	0	0	2.8	1	2	0	0	3
Professional development	16	21	6	0	2	45	20	59	6	0	88
Weighted Mean Score	1.4	1.4	0	0	0	2.8	0.9	2	0	0	2.9

Source: Field survey (2026)

Further data in Table 3 above gauged employee knowledge of eight workplace cultures: core values, stories/traditions, leadership philosophy, employee conduct policy, symbols/artifacts, communication flow, employee reward and professional development in the two institutions. It showed that in Federal Polytechnic, communication flow and symbols/artifacts were the highest workplace cultural practice with 44 score each, core values came second with 40 score followed by stories/traditions which is ranked third with 39 score. Employee conduct policy, employee reward and professional development were each ranked fourth with 37 score, while leadership philosophy took last with 36 score. These values align with the weighted mean score of 3.7 each for communication flow and symbols/artifacts, weighted mean score of 3 for core values and 2.9 each for stories/traditions and employee conduct policy, and 2.8 each for employee reward, professional development, and leadership philosophy.

The findings in Heritage Polytechnic showed that communication flow pattern and core values ranked the highest with 87 score followed by leadership philosophy ranking second with 86 score, stories/traditions and symbols/artifacts each ranked third with 85 score. Employee conduct policy and employee reward



each ranked fourth with 82 score each, while professional development was last with 79 scores. However, the weighted mean score for communication flow and symbols/artifacts was 3.4 each, followed by core values, leadership philosophy, and stories/traditions which each had 3.2 weighted mean score, next is employee conduct policy with 3.1 weighted mean score and employee reward with 3 weighted mean score, and professional development was last with 2.9 weighted mean score. These reveal a high knowledge of employee workplace culture, implying that employees understand the cultural leanings of the institution and what is expected of them.

Table 4: Hypothesis one - Clan culture relationship on affective commitment

Culture Type	Scores (X)	Commitment Type	Scores (Y)
Clan	45	Affective	39

Source: Researcher's Analysis (2026)

The data in Table 4 was used to derive the data in Table 5 which was used to calculate the Pearson Product Moment Correlation Coefficient shown below:

Table 5: Pearson Product Moment Correlation Coefficient test for Hypothesis one

X	Y	XY	X ²	Y ²	Computed Value	Table Value	Significance	Decision
45	39	1,755	2,025	1,521	1	0.29	Significant	Supported

Source: Researcher's Analysis (2026)

The data for the first hypothesis: "There is a significant relationship between clan culture and affective commitment", was derived from figures in Table 5 representing clan culture which was the independent variable, and affective commitment which was the dependent variable. The hypothesis which was tested using the Pearson product moment correlation coefficient resulted in a computed value of 1. Since the computed value (r) of 1 is greater than the table value of 0.29, it showed there was a positive correlation between clan culture and affective commitment. Therefore, the alternate hypothesis which states that, "there is a significant relationship between clan culture and affective commitment" was retained while the null hypothesis was rejected.

Table 6: ANOVA Result

Variable Relationship	F-value	Significance	Decision
Clan culture relationship on affective commitment	4.27	Significant	Supported

Source: Researcher's Analysis (2026)

The ANOVA result showed that the F-value of 4.27, which was calculated using 3 and 379 degrees of freedom, was statistically significant at a level of $p < 0.05$. Therefore, the null hypothesis (H_{001}) which stated that "there is no significant relationship between clan culture and affective commitment" is rejected, and the alternative hypothesis (H_{111}), stating that "there is a significant relationship between clan culture and affective commitment" is accepted. The result indicated that clan culture has a statistically significant influence on the affective commitment of the employees. The result suggests that a culture of cooperation, trust, participation, and employee involvement, which are key features of clan culture have a significant impact on affective commitment among employees in the organisation.

In a culture where these features are prominent, employees are likely to feel a greater sense of identification with the organisation, which can be reflected in a stronger sense of loyalty and willingness



to contribute to the organisation even in a way that goes beyond the call of duty. Besides, the ANOVA result supports the Pearson correlation findings that showing that clan culture is significantly associated with affective commitment.

Table 7: Hypothesis two - Market culture relationship on normative commitment

Culture Type	Scores (X)	Commitment Type	Scores (Y)
Market	88	Normative	71

Source: Researcher's Analysis (2026)

The data in Table 7 was used to derive the data in Table 8 which was used to calculate the Pearson Product Moment Correlation Coefficient shown below:

Table 8: Pearson Product Moment Correlation Coefficient test for Hypothesis two

X	Y	XY	X ²	Y ²	Computed Value	Table Value	Significance	Decision
88	71	6,248	7,744	5,041	1	0.21	Significant	Supported

Source: Researcher's Analysis (2026)

To test the second hypothesis: “There is a significant relationship between market culture and normative commitment”, the data was derived from figures in Table 7 above representing market culture which was the independent variable, and normative commitment which was the dependent variable. The hypothesis which was tested using the Pearson product moment correlation coefficient resulted in a computed value of 1. Since the computed value (r) of 1 was greater than the table value of 0.21, this means that there is a positive and significant correlation between market culture and normative commitment. Therefore, the alternate hypothesis which states that, “there is a significant relationship between market culture and normative commitment” was retained while the null hypothesis was rejected.

Table 9: ANOVA Result

Variable Relationship	F-value	Significance	Decision
Market culture relationship on normative commitment	5.63	Significant	Supported

Source: Researcher's Analysis (2026)

The ANOVA result showed that the f-value of 5.63 which was calculated using 3 and 379 degrees of freedom, was statistically significant at a level of $p < 0.05$. Therefore, the null hypothesis (H_{02}) which states that, “there is no significant relationship between market culture and normative commitment” is rejected while the alternative hypothesis (H_2), stating that, “there is a significant relationship between market culture and normative commitment” is accepted.

The findings showed that market culture has a significant association with normative commitment among employees. This shows that employees' sense of obligation or commitment towards their organisations, portraying responsibility and loyalty, is significantly influenced by a market-oriented culture. Market culture involves competitiveness, productivity, performance, achievement of goals, efficiency, and the attainment of organisational goals. Organisations operating this cultural environment tend to focus more on outcomes, responsibilities, and achievements.



Discussion

The decision rule reached based on the research question showed that there was a significant relationship between clan culture and affective commitment. This means that as a dominant corporate culture, clan culture has a significant impact on the affective commitment of employees. The implication is that the features of clan culture - cooperation, trust, participation, and employee involvement among others significantly impacts employee's affective commitment. It suggests that employee emotional attachment to their workplace differ significantly according to the prevailing culture of that institution.

In Federal Polytechnic, Ukanana where clan culture was dominant, it implies that employees have a psychological attachment and feel a greater sense of identification with the institution, resulting in a stronger sense of loyalty and willingness to contribute to the organisation even in a way that goes beyond the call of duty. The Rector of Federal Polytechnic, Ukanana named A, validated this finding in her submission that employees offer their skills in areas outside their designated duties to contribute to the growth and advancement of the institution. She explained, "one person came and said, 'madam, before I was employed here, I used to work at the timber market', and said he knows how to operate machines; and agreed to be deployed there. Another staff offered to use his skills in the paint production factory; two others also offered, 'I know how to make shoes', 'I can make garments, I am a fashion designer, I will assist in the fashion department'. They were not employed to do these things but they offered that service along with their lecturing work".

This trait resonates with contemporary organisational behaviour literature, which recognises that cultures characterised as supportive and people-oriented are major influencers of employees' emotional attachment (Jebb et al., 2021). It aligns with empirical research in some Nigerian higher institutions which reveals that organisational climates characterised as participatory and inclusive are major influencers of affective commitment among both academic and non-academic staff (Daniel & Madugu, 2024).

Besides, the ANOVA result supports the Pearson correlation findings, which showed that the clan culture is significantly associated with affective commitment as reflected in the weighted mean score of 2.8, showing a high influence represented by 39 employees. Findings from the eight cultural practices: core values, stories/traditions, leadership philosophy, employee conduct policy, symbols/artifacts, communication flow, employee reward and professional development used to gauge the extent of employee knowledge of their workplace culture showed that in federal polytechnic, communication flow and symbols/artifacts were the highest workplace cultural practice with 44 score each, core values came second with 40 score followed by stories/traditions which is ranked third with 39 score. Employee conduct policy, employee reward and professional development were each ranked fourth with 37 score, while leadership philosophy took last with 36 score. These values align with the weighted mean score of 3.7 each for communication flow and symbols/artifacts, weighted mean score of 3 for core values and 2.9 each for stories/traditions and employee conduct policy, and 2.8 each for employee reward, professional development, and leadership philosophy. Indeed, these high weighted mean score values affirm employees' knowledge of their workplace cultures vis-à-vis their normative commitment level.

Validating employee knowledge of the workplace cultural practice, the rector of the institution, code named A said, "everybody is on guard and we are setting the boundaries. You don't go beyond the boundary". The Rector said following the pattern of communication flow was sacrosanct, "anything that doesn't go through the normal channel, I return it. You have to go through the normal channel of communication. That is also part of the training. Everybody aspires to get to the top, to the peak of the career, so you have to learn to go through the normal channel of communication".



These findings tally with results from Emmanuel's (2025) research on hospitality firms in Rivers State which revealed a high positive significant relationship between variables of organisational culture (organisational structure and teamwork) to variables of employees' commitment (normative and affective employees' commitment) on performance of hospitality firms in rivers state. It was discovered that empowerment and team orientation were the strongest predictors of affective commitment, as such, employees in rivers state hospitality firms were more emotionally attached when they were given a "voice". It also validates scholars' position that employees' acceptance and identification with organisational goals was the identity that fueled their desire to stay with the organisation, proving that employees feel a sense of belonging and connection to their organisations and their successes.

In respect to research question two, the findings showed that there was a significant relationship between market culture and normative commitment. What this implies is that market culture has a statistically significant impact on normative commitment among employees of the institutions. This means that employees' sense of obligation and commitment towards their organisations, as a way of being responsible and loyal, is significantly influenced by a market-oriented culture. In Heritage polytechnic where market culture was dominant, it implies that competitiveness, productivity, performance, achievement of goals, efficiency, and the attainment of organisational goals was the hallmark of the institution's operations and employees within this cultural environment tend to focus more on outcomes, responsibilities, and achievements.

This was amplified by the Rector of Heritage Polytechnic, code named B who said, "I am interested in productivity. If there is anything I hate, it is excuses. I prefer you tell me the difficulties you encounter in executing the assignment you were given than excuses for not executing the assignment, it is not allowed", adding that he enforces productivity among employees through effective supervision and motivation. "effective supervision, bringing them together whenever key decisions that will affect their interests will be taken. No matter how brilliant you are, when you don't bring them into decision making, they will frustrate that policy, they will bound themselves together to fight. Two, there is something we call psychological motivation. Psychological motivation boosts their morale" the rector stated.

Indeed, the relationship between the two variables: market culture and normative commitment mean that employees' sense of obligation towards the institution was greater when the institution maintains clear standards and recognises employee achievements. Employees who work in performance-driven organisations realise that the success of the organisation was everyone's responsibility and, therefore, feel a stronger obligation towards its goals. The implication is that employees are likely to feel obligated and responsible towards organisations where their contributions are recognised and organisational success is valued. The environment

Within such organisations encourages them to remain committed because their contributions to the success of the organisation is valued. The significant relationship further indicates that performance-oriented organisations could contribute significantly to employee normative obligations and organisational loyalty.

Besides, additional data shows that 71 employees affirmed that they are normatively committed to the institutions, meaning they are obliged to stay with their organisations to reciprocate investments on them such as training and development. The weighted mean score of 2.5 validates and shows the degree to which normative commitment influences employees in the institutions. Findings from the eight cultural practices: core values, stories/traditions, leadership philosophy, employee conduct policy, symbols/artifacts, communication flow, employee reward and professional development used to gauge the extent of employee knowledge of their workplace culture showed that in Heritage Polytechnic, communication flow pattern and core values ranked the highest in employee awareness of workplace



culture with 87 score followed by leadership philosophy ranking second with 86 score, stories/traditions and symbols/artifacts each ranked third with 85 score. Employee conduct policy and employee reward each ranked fourth with 82 score each, while professional development was last with 79 scores. However, the weighted mean score for communication flow and symbols/artifacts was 3.4 each, followed by core values, leadership philosophy, and stories/traditions which each had 3.2 weighted mean score, next is employee conduct policy with 3.1 weighted mean score and employee reward with 3 weighted mean score, and professional development was last with 2.9 weighted mean score. Despite the rankings, the high weighted mean score values authenticate employees' knowledge of their workplace cultures vis-a'-vis their affective commitment level.

The Rector of Heritage Polytechnic, code named B, validated communication flow as the cultural practice most known to employees by explaining that it was most effective as he communicates directly with staff members through their various WhatsApp platform, adding that staff members, no matter the level, have easy access to him. "I'm accessible. I give unhindered access to staff, not minding the level. We create various platforms to communicate with the affected categories of staff, and then we give them accessibility. At times when I want to take critical decisions that will affect their interests, I seek their opinion. The reason is that if I bring them into decision-making or receive input from them, they tend to own that decision, and whatever happens, they will try their best to ensure that decision does not fail because if it fails, they have equally failed" he stated.

Speaking on leadership philosophy, the rector noted that his leadership styles vary as he was not dogmatic in the implementation of policies, and added, "I maintain good relationship with my students, share pleasantries with them ask them questions. I treat everybody fairly and equally". On employee reward, and professional development, the rector explained that the staff were not owed as they received their salaries as when due, while the academic staff were given opportunity to develop their career. "we give them the platform to grow academically; we give them the leverage to go to school. For those on career development, we pay them their full salary," he stated.

Wijonarko et al. (2024) study which revealed a strong relationship between organisational culture, employee organisational commitment (EOC), and employee loyalty aligns with the above findings. The study discovered that organisational culture dimensions, especially teamwork, respect for individuals, stability, attention to detail, and outcome orientation, have strong correlations to EOC and employee loyalty. EOC was the mediator between organisational culture and employee loyalty, meaning that to enhance employee loyalty that establishes a sense of obligation to the organisation, EOC must be nurtured. The dominance of mission in the research, implied that employees with clear direction and strategic intent about their organisation would most likely stay. It was also discovered that "consistency" (shared values) was highly beneficial when paired with "adaptability", thus a consistent but rigid culture decreases commitment among younger, highly skilled workers. The ability to cultivate a loyal workforce is possible with culture that promotes teamwork, respect for individuals, stability, attention to detail, and outcome orientation. The effective communication of these cultural traits would ensure employees feel part of a larger purpose.

Douglas McGregor's Theory Y submission that the manager's job brings out the natural strength or tendencies of the workers, while the employees are self-motivated and capable of independent achievement in the workplace aligns with the findings on clan culture and its positive significant on affective commitment of employees. The finding validates scholars' position that employees' acceptance and identification with organisational goals was the identity that fueled their desire to stay with the organisation. It also proves that employees feel a sense of belonging and connection to their organisations and their successes. This aligns with Allen's (2016, p. 32) notion that, "employees with strong affective



commitment remain with the organisation because they want to do so.” Besides, the ANOVA and Pearson correlation findings validates the hypothesis which showed that clan culture is significantly associated with affective commitment.

The Self-Determination Theory (SDT) which supposes that human motivation is suitable for connecting workplace initiatives to outcomes, and the best way to get human beings to perform tasks is to reward their behaviour aligns with the findings that showed a positive significant relationship between market culture and normative commitment. The theory describes work environments that enables the satisfaction of three basic psychological needs: autonomy, relatedness, and competence; thereby promoting organisational commitment and other positive psychological and behavioural outcomes as revealed in the nature of market culture. It posits that though people are inspired to work, they don’t just work aimlessly, they work by naturally and actively positioning themselves toward growth and self-organisation. This they achieve through participating in new experiences (that cultivate their needs, desires, and interests) and relating with other people within and outside the organisation aimed to facilitate growth as seen in the findings. The ANOVA and Pearson correlation findings further validate the hypothesis that affirmed that market culture is significantly associated with normative commitment.

The comparative strength of associations between the two cultures and commitment types reveal a positive significant relationship between clan culture and affective commitment, and a positive significant relationship between market culture and normative commitment. It shows how the different cultural characteristics relate to the different employee commitment types. The strength of clan culture’s association with affective commitment implies employees’ stronger sense of loyalty and willingness to contribute to the organisation even in a way that goes beyond the call of duty, while market culture’s association with normative commitment implies that employees within this cultural environment focus more on outcomes, responsibilities, and achievements. However, the significant relationship between clan culture and affective commitment is a little higher than the significant relationship between market culture and normative commitment as revealed in the analysis above.

Conclusion and Recommendation

This article balances clan and market cultures and the comparative impact on affective and normative commitment concludes that clan culture has a significant impact on affective commitment especially in Federal Polytechnic, Ukana where the culture was dominant, and market culture has a significant impact on normative commitment in Heritage Polytechnic where the culture was dominant. Therefore, it can be extrapolated that clan and market cultures actually influenced employees to the extent that they were affectively and normatively committed to their respective organisations, and their level of commitment was high. Besides the comparative strength of associations between the two cultures and commitment types reveal that the significant relationship between clan culture and affective commitment implies a culture that fosters cooperation, collaboration, participation, trust, involvement, good interpersonal relationships and employee well-being that ensure employees are emotionally attached to the organisation to the extent that they develop a sense of loyalty and willingness to contribute to the organisation even in ways that go beyond the call of duty; while the significant relationship between market culture and normative commitment implies that employees within this cultural environment focus more on outcomes, responsibilities, and achievements developed through a heightened sense of responsibility towards the organisation.

The researchers recommend that corporate organisations should create a work environment that is emotionally appealing to employees and prioritise the initiation of cultural practices and activities that evoke loyalty in employees this psychological attachment would keep employees and make them stay with the organisations.



Increased incentives like better welfare and reward packages, compensation and other benefits, training and career growth opportunities among others should be cultivated and enforced by management of corporate organisations. This would make it easy for employees to imbibe a sense of obligation and responsibility to the workplace.

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