The Correlates of Organisational Culture, Job Stress and Organisational Commitment

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ABSTRACT--- *Although organisational culture, organisational commitment and job stress have been suggested to be important topics in the contemporary organisational behavior but little attempts has been made to explore the dynamics of these concepts by researchers. This study therefore attempts to explore the dynamics of the three concepts in BASAM Industry, Plc, a food and beverage industry, in Nigeria. The study adopts a quantitative method and a questionnaire survey approach to gather data. The findings lead to a range of insights into the dynamics of organisational culture, organisational commitment and job stress. The findings revealed a weak and negative corrections of all the demographic characteristics with organisational culture but confirmed the significant effect of organisational culture and job stress and job commitment and job stress. The paper thus calls for more researches into the complexities existing between the concepts of organisational culture, job stress and commitment and particularly more on the role of organisational culture as antecedents of job stress and commitment. The study therefore concludes with a series of implications for theory and practice.*

Keywords--- Organisational culture; job stress; organisational commitment; supportive organisational culture; sub-cultures

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1. INTRODUCTION AND RESEARCH BACKGROUND

As the nature of work changes due to globalization and technological advancements, organisations are becoming more complex and more competitive and this has resulted in organisations down-sizing, out-sourcing and engaging in contract appointments in order to meet the challenges and to also remain relevant (Williams, Konrad, Schekler and Pathman, 2001). The concomitant effects of these pressures on the employees have variously manifested in job in security, job dissatisfaction, less commitment and intention to leave and the overall effects have been tension, burnout and stress with its negative consequences on both the employees and the organisations (Daniels, 2004). Consequently, this changing nature of employment relationship heightened the importance of understanding the dynamics of organisational culture, job stress and organisational commitment (Mathew and Ogbonna, 2009). Although, researches have suggested that the level of commitment in organisation drives individual action, and determines organisation level outcomes such as performance, psychological contract, organisational citizenship behavior and controllable absenteeism (Coyle-Shapiro and Kessler, 2000, Mathieu and Ogbonna, 2009). More importantly also, organisational culture and its nature has been argued to significantly determine the understanding of the level of commitment (Bergman, 2006) in an organisation but unfortunately, few studies have explored the dynamic relationship that exist between organisational culture, job stress and commitment. Even though the variables of culture and commitment and organisational commitment and stress have been well researched independently in the literature but not much work has been done to uncover the dynamics of the relationship that exist between the three concepts. Thus, the aim of the paper is to explore and analyse the dynamic relationship of these concepts. However, organisational culture is a dominant concept that has bearing on the general influence on the organisational commitment of employees (Martin and Martins, 2003) which also prescribe the standard norms of organisational employee behaviours and attitudes (Schein, 2009). Therefore, the nature of organisational culture underpins the processes through which people identify with different occurrences in their environment and how they are shaped by those occurrences in determining their commitments and purposes (Cohen, 2003). Thus, when the culture of an organisation is unsupportive and unsympathetic, the consequences might be job dissatisfaction, less commitment and intention to leave (Cohen, 2003).

In this regard, the value system of an organisation has a profound influence on the preferences and attitudes of workers which may dictate the type of relationships among employees that could promote their performance and commitments, which otherwise may result to stress (Wells et. al, 2009). Although, the pervasiveness of stress has been conceived as an essential part of daily life. However, its consequences may be pleasant and unpleasant depending on the adaptive capabilities of individuals (William et al, 2001). Thus, stressor is any event or cognition that can evoke negative emotion in an individual (Oke, 2008). Consequently, considering few studies that have explored the dynamics of

organisational culture, job stress and commitment, this study therefore intends to examine the correlates of the three concepts in BASAM industry, a food and beverage organisation in Nigeria.

2. REVIEW OF LITERATURE

The focus of this review is to provide the dynamics of the concept of organisational culture, commitment and job stress in research and theorizing.

Having said this, a brief overview of the concept of organisational culture will be attempted.

Organisational Culture

Organisational culture emergence in the twenty first century has significantly paved the way in explaining the various aspects of organisational life such as commitment, satisfaction and employee performance (Sekiguchi, 2004). Although, culture has not been subjected to rigorous analysis in the extant literature on job stress however, few studies of commitment have incorporated organisational culture. Thus, culture is a pervasive force in an organisation which can either orchestrate a change, acts as barrier to the organisation or act as centripetal or centrifugal forces that could unite or separate the employees (Herrbach, 2006). The culture of an organisation therefore has been understood as the way people interact, the basic assumptions they hold, which influence the way they think, feel and behave (Schein, 2009). Consequently, it refers to the belief system held by members of an organisation that manifest into various individual interpretation of certain events, occurrences and situations (Robbins, 2001). Besides, studies by researchers have revealed that job stress in organisation revolves around certain areas of organisational functions and culture such as organisation as task environment, and development environment (Caneron and Nerina, 2009) such that any poor organisational performance in these key areas could affect the commitment of employees and increase their stress experience (Oke, 2008). However, the literature is vast with some findings, for example, Bergman (2006), that organisational culture that emphasizes strong norms for obligation, internalization and identification are likely to generate high levels of normative and affective commitments and this proposition has consistently been confirmed (e.g. Lok and Crawford 1999). Whereas, other perspective of cultural interpretation seeks to address the inconsistencies of cultural manifestations existing within subcultural boundaries that captures the clashes between formal and informal norms and between stated attitudes and actual behaviours that could affect commitment and general high level of stress in organisation (Mathew and Ogbonna, 2009)

Organisation Commitment

In the same vein, the changing nature of work has led to the increasing significance and dynamics of commitment to such an extent that researchers have continued to view commitment as a necessary variable that propel individual actions in organisation (Herrbach, 2006, Mathew and Ogbonna, 2009). Research studies and findings have also linked organisational level outcomes such as performance, controllable behaviours and psychological contract to the level of commitment in organisations (Coyle-Shapiro and Kessler, 2000, Mathew and Ogbonna, 2009). Thus, commitment is defined as consisting the relative strength and involvement of an individual in an organisation (Herrbach, 2006). However, Meyer and Allen (1991) conception of three distinctive dimensions of affective, normative and continuance commitments formed the basis of theorizing in the extant literature on commitment which view commitment from the perspectives of attachment, obligation and necessity (Herrbach, 2006). Moreover, the general focus of researchers on commitment has either been on its antecedents or consequences and the early studies that explored these antecedents have found four general antecedent such as personal characteristics, job characteristics, work experiences and role related characteristics (Mattieu and Hairel, 1989). Furthermore, other studies have explored the impact of demographic variables such as age, length in organisation, position tenure and education on commitment and a number of studies have also explored the role played by commitment on organisational level outcomes (Hislop, 2003).

Thus, the affective and the normative commitments are considered in the attitude dimension and the continuance commitment in the behavioural dimension and the three dimensions are psychological state which characterizes the relationship of the employees with the organisation as either to stay or leave (meyer and Allen, 1991). Hence, various studies in the literature come with conflicting findings and results in respect of organisational commitment and job stress. For example, Lee (2007), Lambert and Paoline (2009), Omolara (2008), Boyas and Wind (2009) found a positive relationship between job stress and organisational commitment and a negative relationship between job stress and career commitment (Wells et al, 2009). Also, Somers (2009) found a significant relationship between affective and normative commitments and job stress but found no significant relationship between job stress and continuance commitment while Yagloubi et al (2008) found that there is no significant relationship between organisational commitment and job stress. With these contradicting findings therefore, every organisation needs to develop a policy of actions that will promote a healthy and committed employees that would work diligently and conscientiously leading to satisfaction and reducing stress experience of its workers.

Job Stress

Similarly, organisations record high costs in human resource in delivering its products and services and any additional costs in this respect may adversely affect the viability and profitability of the organisation (Levinson, 2004). Hence, job stress is a phenomenon that results in high costs both to individual and organisations. The estimated costs of stress for health care delivery, treatment costs, absenteeism and turnover in the European Union (EU) and in the US has been in the range of 20 billion Euro and more than 150 billion dollars respectively (Daniels, 2004). The definition of stress in the literature has been shrouded in the debate as to whether it should be explained in-terms of the person, the environment or both (Hart and Cooper, 2001), however, Cartwright and Cooper (1998) streamlined job stressors, individual factors and organisational factors, hence, stress can be defined in this context as the discrepancy experienced between the demands of the environment and the capabilities of the individual (Greenberg, 2004), while job factors include specific job duties that make up the job, the environmental work factors and related work schedule include job complexity, temperature, noise, level of freedom and control and timing that individuals have concerning their jobs. Notwithstanding, individual analysis of stressor factors such as role conflict role ambiguity, workload, lack of social support and interpersonal relationship has always been dominant in the study of stress more than the other levels (Greenberg, 2004). On the other hand, the incidence of job stress can result to mental illness, psychological symptoms include job dissatisfaction, mental withdrawal from job, depression, anxiety and frustration which may exacerbate the job stress while at individual level higher stress levels by employees may result in various complications including headaches, and musculo-skeletal pain. Thus employees that experience higher levels of stress than others may be facing low job commitment, more diseases and intention to leave which may be more costly to the organisations (Michie and Williams, 2003). Moreover, the manifestation of behavioural symptoms such as absence from work, increased accidents on the job and lack of productivity can lead to low commitment to job and deteriorating satisfaction which may be detrimental to the organisation (Michie and Williams, 2003).

3. RESEARCH METHODOLOGY

The population of this study includes all the full time staff of BASAM Industry Plc. A total of 200 copies of questionnaire were distributed to all the staff of the organisation, 150 were returned, representing 75% (0.75). Three instruments were used in this study viz – organisational culture questionnaire (OC) with 10 questions; the elements of organisational culture was measured with the use of instruments developed by Zammuto and Krakower (1991); the job stress questionnaire, (JS) 10 questions, measured by the instrument developed by Chang (2008) and organisational commitment questionnaire (JC) with 10 questions measured by the instrument developed by Meyer and Allen (1990). Demographic information of employees such as gender, age, mental status, qualification, years of service and job status formed part of the questionnaire that was examined. The Cronbach's alpha coefficient examination of all the items to show the internal reliability was more than (0.70) for each of the items indicating a high internal consistency. For the statistical analysis of the result, frequency and percentage were used for the demographic variables of the respondents and the second part including the demographic characteristics were measured with correlation coefficient and regression matrix. The results are presented in the table thus:

Table 1: Personal and Demographic Information of Respondents. (Frequency and Percentage)

Variables	Category	Frequency	Percentage
Gender	Male	70	58
	Female	50	42
Age	20-30	45	38
	31-40	47	39
	41-50	18	15
	51- above	10	08
Marital Status	Single	80	67
	Married	40	33
Educational Qualification	B.Sc	90	75
	M.Sc	30	25
Years of Service	0-5	15	13
	6-10	70	58
	11-15	25	21
	16- above	10	08
Job Status	Managers	05	4
	Officers	45	38
	Junior Officers	70	58

The descriptive findings of the demographic characteristics showed gender status of 70 male representing 55%, and female 50, (42%). The ages of the respondents were distributed between 20 and above 50 years, with between 20-30

years 45, (38%), 31-40 years, 47, (39%), 41-50 years, 18, (15%) and 51 above 10, (8%). The marital status showed that 80 subjects (67%) were single and 40 subjects (33%) were married. The educational qualification showed that 90 subjects (75%) were Bachelor degree holders and 30 subjects (25%) were Master's degree holders. The years of service ranges from 0-5, 6-10, 11-15 to 16 years and above, and showed that 15 subjects (13%) were 0-5 years bracket; 70 (58%) were 6-10 years bracket; 25 (21%) were 11-15 years bracket and 10 (8%) were 16 years and above. The job status showed 5 (4%) were managers; 45 (38%) were officers and 70 (58%) were junior officers.

4. AIM OF THE STUDY

This paper intends to examine – the correlates of organisational culture, job stress and organizational commitment on employees in an organisation; since organisational culture has been presumed to prescribe the way employees think, fed and relate in organisations which could provoke both affective and behavioural responses among organisation members.

The study objectives:

The objectives of this study are:

- To examine whether any relationship exist between the gender of the employees and organisational culture, job stress and job commitment.
- To determine whether the age of the employees is related to organisational culture, job stress and job commitment.
- To examine the correlates of the organisational members marital status with organisational culture, job stress and job commitment.
- To determine whether there is any association between the academic qualification of the employees and organisational culture, job stress and job commitment.
- To determine the association between the years of service of the employees and organisational culture job stress and job commitment.
- To examine whether there is relationship between the job status of the employees and organisational culture, job stress and job commitment.
- To determine the effect of organisational culture on job stress.
- To examine the effect of job stress on job commitment.

Hypotheses of the Study and Analysis Derived from the Study Objectives are as follows:

Hypotheses of the Study:

There is significant correlation between the gender of BASAM staff and organisation culture, job stress, and job commitment

There is significant correlation between BASAM staff age and organisation culture, job stress, and job commitment

There is significant correlation between BASAM staff marital status and organisation culture, job stress, and job commitment

There is significant correlation between BASAM staff academic qualification and organisation culture, job stress, and job commitment

There is significant correlation between BASAM staff years of service and organisation culture, job stress, and job commitment

There is significant correlation between BASAM staff job status and organisation culture, job stress, and job commitment

There is significant effect of organisational culture on job stress

There is significant effect of Job stress on job commitment.

To test the hypotheses (1-6) of the study, correlation coefficient analysis were computed between the demographic variables (gender, age, marital status, academic qualification, years of service, and job status) and the independent variables (organisational culture, job stress, and job commitment). The result in the Table () showed that the gender of the BASAM staff had a weak and negative relationship with organisation culture r(-0.16), a positive correlations with job stress r(0.46) as well as a negative but moderate correlations with job commitment r(-0.42).

Table: The correlation between demography of respondents and organisational culture, job-stress and job commitment

Correlations

		Organisational Culture	Job stress	Job commitment
Gender	Pearson Correlation	-.163	.461**	-.418**
	Sig. (2-tailed)	.057	.000	.000
	N	120	120	120
Age	Pearson Correlation	-.030	.679**	-.290**
	Sig. (2-tailed)	.731	.000	.001
	N	120	120	120
Married	Pearson Correlation	.097	.264**	-.006
	Sig. (2-tailed)	.260	.002	.945
	N	120	120	120
Qualification	Pearson Correlation	-.009	.697**	-.363**
	Sig. (2-tailed)	.919	.000	.000
	N	120	120	120
Years Of Service	Pearson Correlation	-.070	.733**	-.348**
	Sig. (2-tailed)	.413	.000	.000
	N	120	120	120
Job Status	Pearson Correlation	.049	-.084	-.110
	Sig. (2-tailed)	.572	.327	.202
	N	120	120	120

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

On the correlation between marital status and organisation culture, the result showed a weak correlations of r(0.10), but a positive correlation with job stress r(0.26), and inverse correlation with job commitment r(-0.06). The result of the correlation between academic qualification and organisation culture showed a negative correlation r(-0.09), while the correlation on job-stress indicated to be strong r(0.70). However, the correlation between academic qualification and job commitment indicated to be negative but significant r(-0.35).

The correlation between years of services of staff and organisational culture showed a negative and insignificant result of r(-0.07), while the correlation between years of service and job stress showed a strong and positive result of r(0.73), but the correlation on job commitment was inversely and moderately significant r(-0.35).

The correlation between the employment status and organisational culture indicated to be weak r(0.05), the correlation with both job stress and job commitment also showed a negative and weak r(-0.08\, r(-0.01) correlation.

Table: The table of multicollinearity diagnostic for regression analysis

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	Org culture	Job commitment
1	1	2.977	1.000	.00	.00	.00
	2	.020	12.160	.12	.01	.62
	3	.003	33.804	.88	.99	.38

a. Dependent Variable: job commitment.

Table: The table of model summary for calculating R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498[a]	.248	.237	31.96941

a. Predictors: (Constant), job stress, org. culture

b. Dependent Variable: job commitment.

Table: The table of coefficient for regression analysis

Model		B	Std Error	β	T	Sig.
1	Constant	95.215	32.55			
	Org-Culture	3.146	1.272	.254	2.475	.015
	Job-Stress	-3.998	.646	-.636	-6.389	.000

a. Predictors: (Constant), job stress, org. culture

b. Dependent Variable: job commitment.

To analyse hypotheses (7 & 8), regression analysis was computed. Prior to this, the assumption for computing regression analysis were checked, for example, the data of the study were screened and its normality was ascertained with Kurtois and Skewness and collinearity diagnosis were also computed in order to know whether the data were normally distributed, see the above table . The result of the analysis suggests that the data were statistically acceptable for regression analysis.The result of the regression analysis showed that the organisational culture and job commitment significantly influence the job stress of BASAM staff.

Table: Summary of the result of the hypotheses

S/N	Hypotheses	Correlation		Result
1	There is significant correlation between the gender of BASAM staff and organisation culture, job stress, and job commitment	Gender ↔ Org-Culture	-0.16	NS
		Gender ↔ Job Stress	0.461*	S
		Gender ↔ Job Commitment	-0.418*	S
2	There is significant correlation between BASAM staff age and organisation culture, job stress, and job commitment	Age ↔ Org-Culture	-0.030	NS
		Age ↔ Job Stress	0.679*	S
		Age ↔Job Commitment	-0.290*	S
3	There is significant correlation between BASAM staff marital status and organisation culture, job stress, and job commitment	Marital ↔ Org-Culture	.0.097	NS
		Marital ↔ Job Stress	0.264*	S
		Marital↔ Job Commitment	-0.006	NS
4	There is significant correlation between BASAM staff qualification and organisation culture, job stress, and job commitment	Qualification ↔ Org-Culture	-0.009	NS
		Qualification ↔ Job Stress	0.697*	S
		Qualification ↔Job Commitment	-0.363*	S
5	There is significant correlation between BASAM staff years of service and organisation culture, job stress, and job commitment	Years of Service ↔ Org-Culture	-0.070	NS
		Years of Service ↔ Job Stress	0.737*	S
		Year of Service ↔Job Commitment	-0.348*	S
6	There is significant correlation between BASAM staff job status and organisation culture, job stress, and job commitment	Job status ↔ Org-Culture	0.049	NS
		Job status ↔ Job Stress	-0.084	NS
		Job status ↔Job Commitment	-0.110	NS
7	There is significant effect of organisational culture on job stress	Organisational culture → Job stress	0.25*	S
8	There is significant effect of Job stress on job commitment.	Job stress → Job commitment.	-0.63*	S

S= Supported: NS= Not supported

The regression analysis suggest a good-fit with R-square of 25% (R^2 =0.248). The table above showed the estimated coefficients, standard errors, t-statistics and the probabilities for all the independent variables. The result from the regression analysis showed that (H7) the organisational culture statistically influence job stress in the Organisation. (β= .254, $p<0.05$). Therefore, the hypothesis is supported. Similarly, the (H8) that states that job stress will significantly influence job commitment is equally supported, though with negative sign (β= -0.636, $p<0.05$).

5. DISCUSSION

The present study aims at examining the correlates of organisational culture, job stress and job commitment in BASAM Industry Plc.

- Demographic characteristics of employees in the organisation.

The demographic factors of the employees were reviewed and the following results were obtained. All the hypotheses drawn to examine the significant relationship between organisational culture, and demographic characteristics such as gender, age, marital status, academic qualifications, years of service and job status were not supported. The result showed that gender has a weak and negative relationship r(-0.16), age r(-0.30), marital status r(0.10), academic qualification r(-0.009), years of service r(-0.07) and job status r(0.05). see the table of correlation.

The result of findings in this study is consistent with the work of Lok and Crawford (2001) that found the significant influence of sub-culture rather than organisational wide culture on commitment, thus submitting that innovative and supportive organisational sub-cultures had positive impact on commitment and job stress. However, a positive correlation with job stress was established r(0.48), and a negative and moderate correlation exist between gender and job commitment r(-0.42). These results are inconsistent with the work of Salami (2008) who did not find any significant relationship between gender and commitment and Lambert et al (2008) who also did not find any significant relationship between gender and job stress. This contradictory result may be attributed to individual differences and different organisational cultural contexts.

Marital Status

The result of the correction analysis found a positive correlation of marital status with job stress r(0.26) and an inverse correlation with job commitment r(-0.006). Thus, the hypotheses on the relation with job stress was supported while that of commitment was rejected. The positive association of marital status with job stress indicates that job stress contributes 26% to the stress experience of both the married and the single employees of BASAM organisation. However, the result is inconsistent with the findings of Boya and Wind (2009) who found no significant relationship between marital status and job stress; while the finding of the study is inconsistent with the work of Salami (2008) who found a significant relationship between marital status and commitment. Also, Khatibi et al (2009) found no significant difference between male, female and married employees in job commitment and job stress.

Academic Qualification

The result of the correlation analysis found a strong correlation of academic qualification with job stress r(0.70) thus accepting the hypothesis and equally found a negative but significant correlation with job commitment. This means that job stress contributes 70% to the stress experience of employees with qualifications. This also explains that employees with qualifications are saddled with responsibilities because of the skill acquisitions thus resulting to stress. However, Khatibi et al. (2009) found that a significant difference in employees job stress with different educational levels was not observed but that the organisational commitment mean of employees with Postgraduate degrees was significantly more than that of the employees with graduate qualifications. Also, the finding of Boyas and Wind (2009) is inconsistent with the result of the present study in that no significant relationship was found between educational qualification and job stress.

Years of Service

The result of the correlation analysis found a strong and positive correlation of years of service with job stress r(0.73), thus accepting the hypothesis and also, there is an inverse and moderately significant correlation with job commitment r(-0.35). the positive correlation with job stress r(0.73) indicates that as one grows in the organisation, there is likelihood that more responsibility will be given which could thus result to stress. However, the inverse and moderately significant correlation with commitment r(-0.35) thus accepting the hypothesis of the study corroborates the work of Luchak and Gellatly (2007) who found a high level of job commitment in high level of work efforts and high performance and low level of commitment resulting in high absenteeism, high employees' turn over intention (Allen and Meyer, 1996, Pare and Tremblay, 2007). Moreover, the work of Wilson and Lanschinger (1994) also showed a consistency with the result of this study by finding that a positive relationship exists between years of experience and job commitment. This was also corroborated by Diab (2003) who submitted that experience makes one to be more committed in an organisation. Contrary to this, Abd El-Fatah (2002) found no statistically significant association between years of experience and commitment of nurses of NOPA.

Age

The result of the correlation analysis of the study found a strong correlation between age and job stress of BASAM Staff r(0.679) and a negative correlation with job commitment. This means that one tends to be more stressed as one advances in age. However, this result is incongment with the findings of Lambert et al (2008) and Boyas and Wind (2008) who found no significant relationship between age and job stress. Also, Lambert et al. found no significant relationship between age and commitment. Similarly, Khatibi et al. (2009) found no significant relationship between age and work record to job commitment.

Organisational Status

The result of the correlation analysis of this study for the relationship between status and organisational culture, job stress and job commitment all showed negative and weak correlations with organisational culture r(0.05), job stress r(-0.08), and job commitment r(-0.01). the hypothesis of the study was therefore rejected.

Organisational Culture and Job Stress

The result of the regression analysis showed that organisational culture statistically influence job stress in the organisation. (β = 0.25, P<0.05) thus the hypothesis was supported. This result is consistent with the work of Martins (2002) who differentiates between integration and fragmented perspectives of organisational culture, thus viewed from integrative perspective, culture is seen as having the potential of providing cohesion and unity of organisational members. A form of guidelines and cooperation that will promote organisational togetherness thereby leaving a strong influence that could moderate and mediate the stress experience of employees however, the differentiation perspective of organisational culture has varying interpretations and conceptualization of impact of culture on stress for example, conflicts between groups, colleagues, superiors and management are seen to negatively impact employees and could therefore result to stress experiences. Furthermore, the fragmentation perspective with the characteristic features of ambiguities. dichotomies and ironies both in internal and external relations inflict a huge pressure on the organisation with its negative consequences on the employees. Thus, the contribution of more than 25% influence on job stress is an indication of these contradictions within organisational culture. The cohesiveness of organizational members may also result to stress as it is often said that the greatest experience of pressure may derive from human relationships.

Job Stress and Job Commitment

The result of the regression analysis of job stress and job commitment was supported, though with a negative sign (β = -0.636, P<0.05). This indicates that the higher the job stress, the lower the commitment of workers to the job. Absence of stressors at work will certainly promote higher level of job satisfaction and performance which is an important impetus to organisational commitment. However, Srinivas (1991) found no statistically significant relationship between job stress and job commitment. The results of other studies found that individuals who are highly committed to their jobs are more stressed than those who are less committed. This view was corroborated by Mathieu and Zajie (1990) that probably individuals have found meanings in their job.

6. CONCLUSION

The discussions of the analysis observed contradictory findings from various authors in the literature. This brings in an interesting dimension to present study. Therefore, many reasons could be deduced for this.

First, organisations operate in different contexts and according to Caneron and Nerina, (2009), employees preffer an environment of work that possesses the values as theirs and appreciates their contributions and in that context, those employees will be more satisfied with their jobs, more committed and less stressed, whereas, opposite will be the case in another organisational context that does not have the same value characteristics.

Second, the unconcerned and unsupportive approaches of organisations through their actions and policies to the well-being of employees can result in the demonstrations of different attitudes and behaviours resulting to low morale, decreased performance, high turn-over and low job commitment. However, this also depends on individual differences and coping capabilities and the effects of individual psychological hardiness as some employees may be more committed with high performance in such unsupportive environment that enhances initiative, control over jobs and decisions, leading to a strong sense of purpose and commitment rather than an experience of stress (Sabrinozamzadeh and Abdekhodai, 2010).

7. CONTRIBUTIONS AND IMPLICATIONS

The findings of this study suggest some practical implications for extant researchers in the field of organisational behaviours. It offers calls for more researches into the complexities that exist between the various concepts of culture, commitment and stress and particularly more on the role of organisational culture as an antecedents of commitment and stress. Also, the study supplies one of the few research driven of the mechanisms, complexities and the correlates of organisational culture, job stress and organisational commitment. Moreover, the study demonstrates the problematic nature of organisational culture, job stress and commitment interactions which highlights the significance of unpredictability and context specificity in such interactions. A practical implication of this study is that sub-cultural

interactions within organisations may likely yield better influence on organisational commitment and stress of employees than the organisational wide cultural influence. This is assumed to be so in that all the variables of the demographic characteristics exercised weak and negative correlations with organisational culture. Thus, it is suggested that researchers should harness specific sub-cultural characteristics in relation to commitment and stress in organisations in order to address the problems of commitment and stress. However, BASAM Industry Plc should endeavour to entrench a "strong" and supportive culture that will create a climate of unity and colloborations of its employees with programmes of action that will create a culture which will lead to enhanced organisational performance, organisational commitment and reduction of stress experience of its workers.

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