ORGANISATIONAL DEMOCRACY AND EMPLOYEE COMMITMENT

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Abstract
This study critically investigates the connection between organisational democracy and employee commitment in food and beverages companies in Rivers State, Nigeria. The cross-sectional survey, a quasi-experimental design style was used in this study because the variables were not under the control of the researcher. A total population of 175 employees of the 15 registered food and beverage firms was covered in this work. Data was collected using questionnaire and the data was analyzed using the Pearson Product Moment Correlation statistical analysis. A total of 150 questionnaires which represented 85.71% of questionnaires distributed were successfully retrieved and used for the study. Thus, the findings revealed a noteworthy relationship between the dimensions of organisational democracy with the measures of employee commitment. It was thus concluded that when organisations practice organisation democracy, the employees will be committed in achieving the organisational goals. The study suggested that the management of these firms should advance new strategy of organisational democracy that will enable the organisations to withstand turbulent moment and thus enhance the employees' commitment.

Keywords: *Organisational Democracy, Employee Commitment, Shared residual claim*

INTRODUCTION

The success of every organisation depends on the commitment of the employee in achieving the organisation goals and objectives. The need to secure greater level of employee commitment has led organisations to democratize their approach to rewards and ownership. History has shown that, job security, enhances employee's loyalty, but sadly instead of protecting workers from job insecurity when going through turbulent competitive pressure, organisation worsen the climate through restructuring, downsizing and transformation. Maintaining employee commitment in the current business environment is challenging. Organisation as a social entity is goal directed and deliberately structured, with identifiable boundary (Daft, Murphy & Willmott 2010:18). This organisation can achieve commitment by developing a new work contract of participative management.

Ambiguity in daily activities decreases job security (Bergmann, Lester, De Meuse & Grahn, 2000). Employees expect employers to demonstrate their commitment with good working conditions, access to training and development, provision of a safe working environment; a balance between work and employees' commitments outside the workplace and participative management and in return employees will give their loyalty and total commitment in the achievement of the organisation goals and objectives.

Employee commitment is the affiliation of an employee with the organisation and their tendency in maintaining the relationship (Meyer & Allen, 1997). Employee commitment has been of interest in modern times because of its effect on work outcomes, such as, the employee turnover, absenteeism, motivation, performance, and job withdrawal behaviors (Klein, Becker, & Meyer, 2009). Meyer & Allen (1991) gave three measures of employee commitment as affective commitment, continuance commitment and normative commitment. Affective commitment is a worker's emotional connection to organisation by identifying strongly with the company and its objectives. Continuance commitment is the individual's observed costs of leaving the organisation. It measures the willingness of the employee to continue working for the organisation. Normative commitment is an obligatory feeling to remain in their organisation (Meyer & Allen, 1991). The performance of every organisation depends on the employee's commitment to the organisation's objectives and works as an effective team member. Employees have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organisation which provides a good income and the opportunity for development and secure employment.

Considering the high attribute of organisational democracy in enhancing positive work attitude, it is thus believed that an organisation that is characterized with high level of democracy will have employees who are committed to the organisation. Democracy is the center stage discussed by business gurus and politicians, as a new paradigm of economic, social and political organisation (Butcher & Clarke 2002). Corporate democracy differs from political democracy, it involves increase participation of the employee in the decision making process of the organisation, which gives the employees the opportunity of having broader power and making use of their tacit knowledge which is a valuable source of ideas that require constant nurturing for goal realization, innovation, proactive reasoning to changes, and commitment. Organisational democracy is corporate governance, where all stakeholders have a voice in the organisation (Clegg & Bailey, 2007: 1039).

The success story of Hewlett Packard (2009) and Lincoln Electric has generated more interest in the increased employee participation and decision making, resulting in efficiency and innovations. The global economic environment and domestic changes have created issues

on redistribution of shares, power and structure in the organisation. Although this redistribution of shares, power and structure is the modern trend of making employee committed in the advanced countries, the impact of these have not been felt in many organisations in the developing countries, the employees have not seen themselves as beneficiary of these changes to make them committed in the realization of the organisation goals and objectives. Organisational democracy has a strong impact on employees' commitment to the organisation, it enhances participation in organisational decisions, criticizing the organisation policies, accessing timely information, fair responsibilities, equality in treatment and accountability. According to Harrison & Edward (2004:49), organisational democracy makes people be more responsible for their tasks reducing misconduct, encourages innovation and creativity, enhancing opportunity to develop full potentials through decentralization of power and giving more discretion to employees to develop their capacities to a large extent.

De-Jong & Witteloostuijn (2007) define corporate democracy as a system of democratic governance with shared residual claims by all members of the organisation, democratic decision-making rules and a supportive organisational structure. The key elements in this definition which are; shared residual claims, democratic decision-making rules and supportive organisation structure are adopted as the dimension of this study.

Several studies have been carried out on employee commitment to the organisation, but not much empirical studies have been carried out by previous scholars on organisational democracy and employee commitment in the manufacturing firms in Port Harcourt. It is this detected gap in the knowledge on employee commitment and its significance to the manufacturing sector that has informed this study. This study differs from several other empirical studies on employee commitment because it tactically studies Organisational democracy from the perspective of employee commitment in the manufacturing sector.

Statement of Problem
In many organisations, decision-making has been solely the responsibility of the top management, the employees and the lower management level who administer these policies were not considered in the decision-making process. Employees want to have a voice in the organisation, the non-involvement in decision-making process complicates the implementation of the policies and affect the level of employees' commitment to the organisation and consequently hinder the achievement of the organisation goals and objectives. Although the loyalty of the employees can be guaranteed through job security, volatile competitive pressures have increased job insecurity and made organisations to embrace downsizing, reorganisation and transformation, thus creating broken promises and a less secure organisational climate.

Today's workplace encompasses job insecurity, employee turnover, apathy, absenteeism, cynicism, intention to quit, downsizing, putting so much effort with less compensation, inability to be creative and innovative as a result of no autonomy at work, these negative issues in the business environment affect employees' commitment in the organisation. Employees that are committed to their organisation give the company a competitive advantage in strategy and results. However, technological changes, economic hardship, global competition, and changing consumer preferences make it difficult to be committed to the organisation.

In the advanced countries, some success story of organisational democracy has been observed in some organisations, but not much has been observed in the developing countries,

most especially in Nigeria. The incessant non-commitment of employees and dearth of empirical work on organisational democracy and employee commitment in the food and beverage firms is a concern to the researcher, hence the researcher examine if organisational democracy in terms of shared residual value, participative management and supportive organisational structure can enhance employee commitment.

Aim and Objective of the Study

The aim of this study is to ascertain the relationship between organisational democracy and employee commitment.
The specific objectives are:
1. To determine the relationship between shared residual claim and employee commitment.
2. To examine the relationship between participative management and employee commitment.
3. To ascertain the relationship between supportive organisation structure and employee commitment.
4. To examine how organisational culture moderate the relationship between organisational democracy and employee commitment.

Hypotheses for the Study

The following null hypotheses were proposed in this research:
Ho_1 Shared residual claim does not relate with affective commitment.
Ho_2 Shared residual claim does not relate with continuance commitment.
Ho_3 Participative management does not relate with affective commitment.
Ho_4 Participative management does not relate with continuance commitment.
Ho_5 Supportive organisation structure does not relate with affective commitment.
Ho_6 Supportive organisation structure does not relate with continuance commitment.
Ho_7 organisation culture does not moderate the relationship between organsational democracy and employee commitment.

Research Model
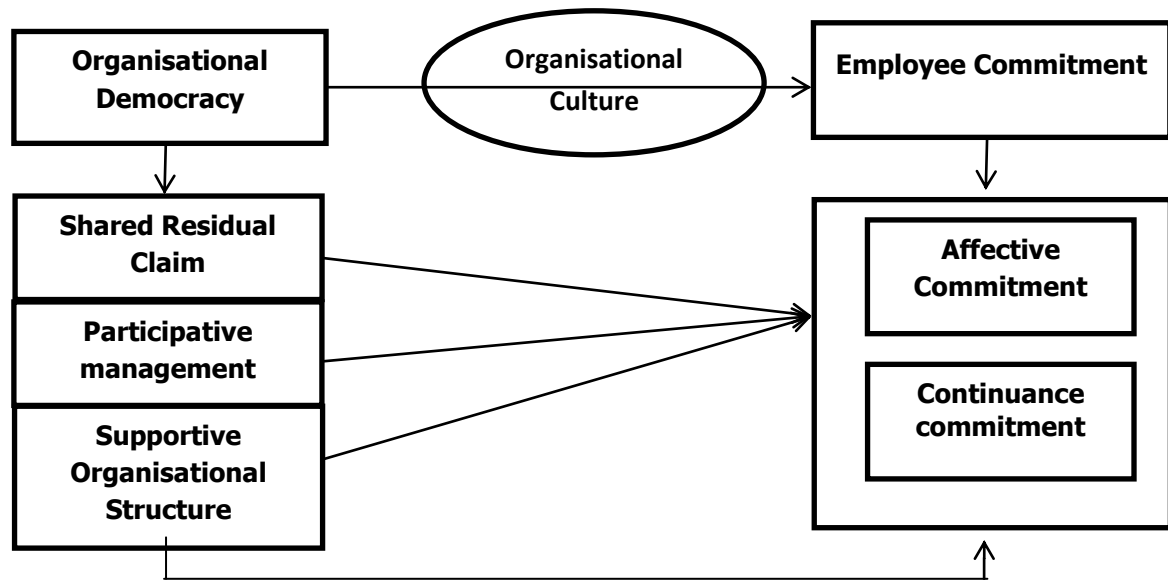
Source: Operationalized by the researcher.
Fig 1:   Operational framework of organisational democracy and employee commitment, given organisational culture.

The figure above is the operationalized framework of this study. On the left side is the independent variable, Organisational Democracy and its dimensions as adopted from De Jong & Van Witteloostuijn (2007). On the right side is the dependent variable, the Employee Commitment and its measures; only two of Meyer & Allen (1991) measures (Affective and Continuous Commitment) will be adapted in this study.

THEORETICAL REVIEW

This study is anchored on stakeholder theory that maintains that a firm should create value for all stakeholders, not just shareholders. The Stakeholder theory stresses the interrelated associations between a business and its customers, suppliers, employees, investors, communities and others who have a stake in the organisation. According to Freeman, Wicks & Parman (2004), stakeholder theory holds that a company's stakeholders encompass the employees, vendors, customers, competitors, contractors, and shareholders, community members, who are affected by the company's work. Stakeholders could also be institutions, like banks, governmental bodies, oversight organisations, and others. Although this view is in disagreement to the long-held shareholder theory proposed by economist Milton Friedman, that in capitalism, the only stakeholders a company should care about are its shareholders, meaning that firms are compelled to make a profit, to satisfy their shareholders, and to continue positive growth.

CONCEPT OF ORGANISATIONAL DEMOCRACY

The word 'democracy' is a term that comes from two Greek words; demos which means People and kratein meaning to govern or to rule. "Democracy" is the government of the people, by the people and for the people' (Abraham Lincoln). Government comes from

the people, exercised by the people, and for the purpose of the people's own interests (Becker & Raveloson 2008).

Ataç & Köse (2017: 118-120) define organisational democracy as the rights and freedom to participate in the management and decision-making processes of the organisation. Rights and freedoms in this definition connote respect for minority rights, fair judgment in the reward and punishment systems, freedom of association, communication, transparency, self-management of the employees, and employees' rights to participate in organisational decisions, appraising the organisation policies, accessing information in the organisation in a timely manner, demanding a fair duty distribution, demanding to be equally treated about promotion, and accounting for administrative activities. Democracy changes the power authority structures and the government; create new procedures, new mechanisms and new forms of social participation, and creating the socio-political conditions necessary to social development (Becker & Raveloson 2008).

In many organisations today, the decision-making power is contingent on the degree of autonomy built into the jobs. These offers employees the prospect of making suggestions and recommendations required to improve organisational commitment towards achieving its goals; however, employee involvement in decision-making has both positive and negative influence on organisational performance (Ugwu, Okoroji & Chukwu 2018). Organisational democracy enhances workers' satisfactory participation, innovation and stakeholder commitment towards organisational performance; however, the benefits of participatory decision-making undoubtedly exceed the cost. One of the problems is that several inputs and feedbacks offered by many people slow down the decision-making process, making it difficult to choose the best alternative among many. Workers in a democratic environment may also develop a greater concern from the common good, which also transfers to fundamental citizenship.

According to Butcher &Clarke (2002), the drivers of organisational democracy are:

1. The need for constant innovation and improvement makes tacit knowledge a vital instrument in organisational democracy.
2. Recognition of customer satisfaction as a drive to organisation success facilitates employee empowerment and delayering.
3. Attracting, retaining and developing key talent for better contribution in decision-making.
4. Units' specializations pull power away from corporate center.
5. The interdependence of organisations with suppliers and competitors shows that external stakeholder influences decision-making.
6. Secure greater levels of employees' commitment has led organisation to democratize their approach to reward and ownership.

Organisational democracy is recognized as the participation of members in an organisation to the administrative and applicable processes in their workplace (Harrison & Freeman 2004). Kerr states that organisational democracy is the obligation towards the governed ones; equal rights of participation; free movement of information and representation of the governed subjects. Although the literature also argues that the lowest employees are not involved in organisational democracy practices, they cannot capture the 'big picture' of organisational governance (Harrison, *et al.* 2004).

SHARED RESIDUAL CLAIMS

In 1875, Walker worked out a residual theory of wages in which the shares of the landlord, capital owner, and entrepreneur were determined independently and subtracted, thus leaving the remainder as wages for the laborer. Shared residual value is the organisational profit to be shared to the stakeholders, any of the factors of production may be selected as the residual claimant, can such a theory have much value as an explanation of wage phenomena in a developing country like Nigeria?

Shared residual claims imply that, financial capital is not placed above human capital as profits are equally distributed to stakeholders according to co-determined allocation rules. Walker residual claimant theory (1891) argued that in the distribution of wealth among profit, rent, interest and wages, the laborer is the residual claimant and wages the variable residual share of wealth, which goes against the established view of profit as the residual share.

Although economist Milton Friedman posits that in capitalism, the only stakeholders a company should care about are its shareholders ,Friedman's view is that companies are compelled to make profit, to satisfy their shareholders, and to continue positive growth, but this view no longer hold in the modern days, the view of Freeman Edwards that a company's stakeholders include just about anyone affected by the company and its workings can be a residual claimant, is gaining more relevance in the organisation and ensuring more commitment from the employees.

PARTICIPATIVE MANAGEMENT

Participative management is the involvement of stakeholder at all levels of an organisation in the analysis of problem, development of strategies and implementation of solution. Participation is social a process by which people become self-involved in an organisation and want to see it work successfully (Newstrom & Davis, 2004). Participative management instills ownership pride, self-esteem, fulfillment and motivate employee. This type of management is more than employee giving a suggestion or participate in decision-making, the management must be willing to relinquish some control to the workers and the manager must feel secure in their position for successful participation.

Participative management facilitates equal decision rights of all employees, and not only managers, with regard to all the firm's policies. The employees are involved in operational and strategic decision-making processes. The management team of each business unit is directly accountable to the employees of that business unit. Also, any decision on relevant issues needs equal approval by both the management team and the works council.

SUPPORTIVE ORGANISATIONAL STRUCTURE

Organisational structure is the formal layout of a company's hierarchy. It is a formal framework of roles, responsibilities and authority and communication relationship that has been carefully designed to achieve performance of organized tasks and achieve its objectives. The firm's organisational structure determines the management style of the organsation. Autocratic organisational structure is a vertical structure, where leadership makes executive decisions that are expected to be implemented by employees. This structure does not provide opportunity for subordinates to offer feedback or suggestions. The military, local law enforcement and trade jobs use this type of structure, where management and employee communication are limited. However, Laissez faire organisational management structure is a team management where various teams are created and given specific tasks to

accomplish. Each team is empowered to make their own decisions and choose the process they want to use in accomplishing tasks. The manager does not observe or participate in the team's process but leaves the teams to work through the objective on their own. The manager must ensure that all work is satisfactory for upper-management.

The democratic horizontal structure provides equal access and involvement of all team members. This structure thrives on feedback and the knowledge of the subordinates. A supportive democratic organisational structure is needed and an explicit constitution where details regarding organisational structure, decision-making rules, and different stakeholders' roles and responsibilities are written down in legally enforceable documents to ensure the commitment of employees to the organisation.

EMPLOYEE COMMITMENT

Employee commitment is a psychological state that binds an individual to the organisation (Allen, & Meyer. 1990). A committed employee is productive, creative, proactive and always adding value to the organisation. Yilmaz & Çokluk-Bökeoğlu (2008) posit that employees with high organisational commitment feelings affect organisational performance in positive ways because they improve quality of service. A committed employee is a more compatible and productive individual who has higher levels of satisfaction, loyalty and responsibility. They continue to observe that organisational commitment not only increases the success in a certain role, but also encourages the individual to achieve many voluntary actions necessary for organisational life and high standard system success.

AFFECTIVE COMMITMENT

An employee who is affectively committed strongly identifies with the goals of the organisation and desires to remain as part of the organisation and willingly pursues the goals. These employees are committed to the organisation because they want to, and it is in line with their values. Commitment can be influenced by many different demographic characteristics such as the age, tenure, sex, and education. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Personality and values influence affective commitment (Allen & Meyer, 1990).

CONTINUANCE COMMITMENT

Continuance commitment is the "need" component or the gains versus losses of working in an organisation. When the positive costs are inadequate, employees take into account the availability of alternatives. When there is threat in the alternative cost, there is increased desire in continuing with the organisation. Such threat in cost might be unavailable alternatives, retirement benefits, lost income or incapability to pass skills to a different organisation (Meyer et al. 2002), after observing these threats the desire to continue with the organisation increases.

Continuance commitment, to Allen and Meyer (1990) can be influenced by the likelihood that employees would reposition, be self-employed and pension. Employees high in continuance commitment have high unclear role and sometimes can lead to conflict, but does not think of leaving, even if it is inconvenient (Meyer et al., 2002). An employee who works out of need may become a problem in the work group. This consequence made Meyer

and Allen (1991) to conclude that, how effective an organisation is, is dependent on other factors other than how stable the human resources are.

ORGANISATIONAL CULTURE

The organisation culture is the values and behaviors that contribute to the unique social and psychological environment of an organisation (Business Dictionary 2019). According to Baker (1980), good cultures are portrayed by qualities and standards that support distinction, collaboration, productivity, genuineness, a client benefits focus and commitment. They support adaptability, the ability to flourish irrespective of the rivalries, new regulations, technological changes, and growth. Culture is what a group absorbs with time while seeking remedies to solving challenges hindering survival within the external business environment and challenges facing internal assimilation. This learning is an emotional, cognitive and behavioural process (Schein, 1990).

The culture of an organisation depicts its expectations, experiences, philosophy, and values, it expresses its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. The corporate culture helps shape the organisational strategies, leadership styles and relationship with customers; knowledge acquisition, organisation, usage and distribution (Alvesson, 2002). Schein (1990) says that culture can be visible or invisible. He termed it the 'culture iceberg analogy'. The visible levels encompass slogans, physical settings, observable ceremonies, behaviours, symbols, stories and dresses. The invisible levels are underlying beliefs, values, feelings, assumptions and attitudes. Change strategies usually emphasize the visible levels.

SHARED RESIDUAL CLAIM AND EMPLOYEE COMMITMENT

When the employee partakes in the profit sharing of the organisation, they are the residual claimant. An organisation that gives the workers opportunity to partake in the residual claims has loyal and committed employees. De-Jong and Witteloostuijn (2004) gave example of successful corporate democracy through sustainable cooperation of capital and labor in the Dutch Breman Group to illustrate how all the elements of corporate democracy can be joined. Breman Group creates an innovative model of corporate democracy in the early 1970s where all capital is allocated to a company-owned financial institute. The shareholders accept a fixed interest rate over their invested capital, they are disconnected from the typical short horizon related with shareholder value maximization.

PARTICIPATIVE MANAGEMENT AND EMPLOYEE COMMITMENT

Participative management is the connection amid the organisation, workers and stakeholders on vital matters of governance and the role of employees and external stakeholders in all levels of organisational decision-making (Lawler, 1996). According to Branch (2002), there is enduring dominance of the bureaucratic hierarchical structure, but the firm's point of view and the literature does reflect a general awareness that the firm, managers, employees, and union representatives may have different interests and perspectives on particular strategies and their consequences. External stakeholders can be involved in policy-setting, planning, organisational and control of the business activity

SUPPORTIVE ORGANISATION STRUCTURE AND EMPLOYEE COMMITMENT

The choice of organisations structure is extremely relevant to employee commitment, therefore, every organisation should be careful as the wrong structure can have huge negative impacts on the communication, costs, decisions making and in motivating employees. This has the same effect on the employee's attitudes towards the structure and will end up in employee low level of commitment and corresponding lower productivity. Therefore, the key determinant of organisations effectiveness is the performance of their workers. The organisation should work and specify who has the authority to make the relevant decisions and what team works in which units and programs. Employee's interest is to be recognized in an organisation or in their sections. When employees are recognized they are motivated and committed; if structure is not well placed and align with the type of organisation, things go wrong in the organisation (Meijaard, Brand & Mosselman. 2002).

METHODOLOGY

The study examines the organisational democracy and employee commitment in the food and beverage sector in Rivers State. The cross-sectional survey which is a quasi-experimental design was adopted in this work because the study aimed at arriving at new knowledge without deliberate influence of the variables of the research. The study focused on the 15 registered beverage firms in Rivers state. The respondents are employees of five randomly selected food and beverage firms in Port Harcourt. The population of these firms is five hundred and twenty employees.

The simple random technique was adopted to select 33.3% of the firms as sample, given a total of 5 firms drawn from the target population of 15 registered food and beverage firms. Using Krejci and Morgan (1970) table, the sample size for the population of 520 employees is 175. The questionnaires were distributed to the employees of the selected registered food and beverage sector in Rivers State. The responses on the items of the instrument were collated and analyzed using statistical techniques. The descriptive statistic was used to analyze the data. Pearson Product-Moment Correlation coefficient was used to test the research hypothesis at 0.05 level of significance.

RESULT AND DISCUSSIONS

From the total of 175 questionnaires distributed, only 150 which represent (85.71%) were correctly filled and used for the analysis. The demographic analysis revealed that 25 (16.67%) of the respondents are Ph.D degree holders, 40 (13.56%) were master degree holders and 85 (56.67%) were first degree holders. 105 (70%) respondents were male while 45 (30%) respondents were female. The hypothesis test was carried out at a 95% confidence interval, implying a 0.05 level of significance

Decision Rule
Where P <0.05= Reject the null hypothesis
Where P >0.05= the null hypothesis

Presentation and Analysis of Data on Organisational Democracy and Employee Commitment in the Food and Beverage Firms in River State

Ho₁: **Shared residual claim does not relate with affective commitment**.

Table 1.1   Shared residual claims and affective commitment

Correlations of shared residual claims and affective commitment

		Shared residual claims	Affective Commitment	DF	Level of Sig	Remark
Shared residual claims	Pearson Correlation Sig. (2-tailed) N	1 150	.378** .000 150	148	0.05	Significant
Affective Commitment	Pearson Correlation Sig. (2-tailed) N	.378** .000 150	1 150			

** Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2019

Table 1.1 above shows that the calculated p-value of 0.000 at 148 degree of freedom is lesser than the significant level 0.05 (0.000 < 0.05). We therefore reject the null hypothesis and uphold that:
There is significant relationship between shared residual value and affective commitment in the beverage firms in Rivers State.

Ho₂: **Shared residual claim does not relate with continuance commitment in the beverage firms in Rivers State.**

Table 1.2   Shared residual claims and continuance commitment.

Correlations of Shared residual claims and Continuance commitment

		Shared residual claims	Continuance commitment	DF	Level of Sig	Remark
Shared residual claims	Pearson Correlation Sig. (2-tailed) N	1 150	.398** .000 150	148	0.05	significant
Continuance commitment	Pearson Correlation Sig. (2-tailed) N	.398** .000 150	1 150			

** Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2019

Table 1.2 above shows that the calculated p-value of 0.000 at 148 degree of freedom is lesser than the significant level 0.05 (0.000 < 0.05). We therefore reject the null hypothesis and uphold that:

There is significant relationship between shared residual value and continuance commitment in the beverage firms in Rivers State.

Ho₃: **Participative management does not relate with affective commitment in the beverage firms in Rivers State.**

Table 1.3   Participative management and Affective commitment

Correlations of shared residual claims and continuance commitment

		Participative management	Affective commitment	DF	Level of Sig	Remark
Participative management	Pearson Correlation	1	.365**	148	0.05	significant
	Sig. (2-tailed)		.002			
	N	150	150			
Affective commitment	Pearson Correlation	.365**	1			
	Sig. (2-tailed)	.002				
	N	150	150			

** Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2019

Table 1.3 above shows that the calculated p-value of 0.002 at 148 degree of freedom is lesser than the significant level 0.05 (0.002 < 0.05). We therefore reject the null hypothesis and uphold that:
There is significant relationship between participative management and affective commitment in the beverage firms in Rivers State.

Ho₄: **Participative management does not relate with continuance commitment in the beverage firms in Rivers State.**

Table 1.4   Participative management and continuance commitment

Correlations of participative management and continuance commitment

		Participative management	Continuance commitment	DF	Level of Sig	Remark
Participative management	Pearson Correlation	1	.375**	148	0.05	Significant
	Sig. (2-tailed)		.004			
	N	150	150			
Continuance commitment	Pearson Correlation	.375**	1			
	Sig. (2-tailed)	.004				
	N	150	150			

** Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2019.

Table 1.4 above shows that the calculated p-value of 0.004 at 148 degree of freedom is lesser than the significant level 0.05 (0.004 < 0.05). We therefore reject the null hypothesis and uphold that:
There is significant relationship between participative management and continuance commitment

Ho₅: Supportive organisation structure does not relate with affective commitment in the beverage firms in Rivers State.

Table 1.5   Supportive organisation structure and affective commitment

Correlations of Supportive organisation structure and affective commitment

		Supportive organisation structure	Affective commitment	DF	Level of Sig	Remark
Supportive organisation structure	Pearson Correlation	1	.585**	148	0.05	Significant
	Sig. (2-tailed)		.000			
	N	150	150			
Affective commitment	Pearson Correlation	.585**	1			
	Sig. (2-tailed)	.000				
	N	150	150			

** Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2019

Table 1.5 above shows that the calculated p-value of 0.000 at 148 degree of freedom is lesser than the significant level 0.05 (0.000< 0.05). We therefore reject the null hypothesis and uphold that:
There is significant relationship between Supportive organisation structure and affective commitment.

Ho₆: Supportive organisation structure does not relate with continuance commitment in the beverage firms in Rivers State.

Table 1.6   Supportive organisation structure and continuance commitment

Table 1.6 above shows that the calculated p-value of 0.000 at 148 degree of freedom is lesser than the significant level 0.05 (0.000 < 0.05). We therefore reject the null hypothesis and uphold that:
There is significant relationship between supportive organisation structure and continuance commitment.

Ho₇: Organisation culture does not moderate the relationship between organsational democracy and employee commitment.

Table 1.7   Organisational democracy and employee commitment.

Relationship between organisational democracy and employee commitment

		Organisational Democracy	Employee Commitment
Organisational Democracy	Correlation Coefficient	1.000	350*
	Sig. (2-tailed)		.000
	N	150	150
Employee Commitment	Correlation Coefficient	.350*	1.000
	Sig. (2-tailed)	.000	
	N	150	150

*. Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2019

Table 1.7 above illustrates the association between the independent and the dependent variables without a control variable. It shows a p-value less than 0.05 (0.000< 0.05). The rho = 0.350[*], showing a positive correlation between the two variables.

Table 1.8   Moderating effect of organisational culture on the organisational democracy and employee commitment

Moderating effect of Organisational Culture on the Relationship between Organisational Democracy and Employee Commitment

Control Variables			Organisational Democracy	Employee Commitment
Organisational Culture	Organisational Democracy	Correlation	1.000	.295[*]
		Significance (2-tailed)		.000
		Df	0	150
	Employee Commitment	Correlation	.295[*]	1.000
		Significance (2-tailed)	.000	.
		Df	150	0

* Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2019

Table 1.8 above shows the moderating role of organisational culture on the link between organisational democracy and employee commitment. The partial correlation analysis reveals a significant level of moderation by organisational culture on the association between the two variables. $p< 0.05$ (0.00< 0.05) shows that organisational culture moderates the relationship between organisational democracy and employee commitment. Therefore, the seventh hypothesis, Ho_7, is rejected.

DISCUSSION OF FINDINGS/ IMPLICATION

Drawing from the analysis of the variables, it is observed that there is a significant relationship between organisational democracy and employee commitment.

Shared residual claims and affective commitment

The bivariate analysis between shared residual claims and affective commitment shows that shared residual claims had a significant positive relationship with affective commitment given that p-value was less than 0.05. Thus, the null hypothesis was rejected and alternate hypothesis was accepted. This implies that shared residual claims as the strategy of the democratic organisation influences the affective commitment of the employees. Having shared residual claims will increase the employee commitment in the organisation. This finding aligns with the findings of Geckil and Tikici (2016) which suggest that to enable employees to feel like owners of their organisation and promote their disposition toward organisational democracy, organisations are suggested to activate democratic practices, effective to unveil employees' organisational democracy perception and allow employees to partake in the residual claim.

Shared residual claims and continuance commitment

From the bivariate analysis, result of the relationship between shared residual claims and continuance commitment, it revealed a positive linear correlation between the variables given that the p-value of 0.000 was less than the level of significance (p = 0.000< 0.05). Thus, the null hypothesis was rejected and the alternate hypothesis was accepted. This

implies that the extent to which a firm is able to motivate the employees increase their continuance commitment to the organisation. This finding aligns with the findings of De-Jong and Van-Witteloostuijn (2004) which found out that an organisation that gives the workers opportunity to partake in the residual claims have loyal and committed employees.

Participative management and affective commitment

From the bivariate analysis result of the relationship between participative management and affective commitment revealed a positive linear correlation between the variables given that the p-value of 0.002 was less than the level of significance (p = 0.002< 0.05). Thus, the null hypothesis was rejected and the alternate hypothesis was accepted. This implies that the extent to which an employee is committed to his work depends on his participation in the management of the organisation. This is in line with the work of Geckil &Tikici (2016) which posits that to enable employees to feel like citizens of their organisation and promote their disposition toward organisational citizenship behaviors organisations are suggested to activate democratic practices effective to unveil employees' organisational democracy perception and/or further empower that view.

Participative management and continuance commitment

The bivariate analysis between participative management and continuance commitment shows that shared residual claims had a significant positive relationship with continuance commitment given that p-value was less than 0.05 (p = 0.004 < 0.05). Thus, the null hypothesis was rejected and alternate hypothesis was accepted. This implies that shared residual claims as the strategy of the democratic organisation influences the affective commitment of the employees. Having shared residual claims will increase the employee commitment in the organisation. This is in line with the work of Abdulai & Shafiwu (2014). Findings from the study indicated that when employees participate in decision-making in the various forms, decision implementation becomes easy, creates a good working environment, increases commitment and satisfaction on decisions taken and also increases employees morale since they feel recognized and as part of the team in the organisation and the direct consequence of all this improved productivity.

Supportive organisation structure and affective commitment

The result of the correlation between supportive organisation structure and affective commitment revealed a high correlational value of 0.605 and p value is less than 0.05, which indicate that supportive organisation structure has a high relationship with continuance commitment of an organisation. This implies that the extent to which the employee is committed in an organisation depends on supportive organisational structure that is put in place in the organisation and will enhance their chances to easily adapt to dynamism in the environment of business. This finding is not far from the previous findings of Funminiyi (2018) which states that well-planned structure results in workers efficiency and organisation's effectiveness.

Supportive organisation structure and continuance commitment

The result of the correlation between supportive organisation structure and continuance commitment revealed a high correlational value of 0.585, which indicate that supportive organisation structure has a high relationship with affective commitment of an organisation. This implies that the extent to which the employee is committed in an organisation depends on supportive organisational structure that is put in place in the organisation and will enhance their chances to easily adapt to dynamism in the environment

of business. This finding agrees with the work of Meijaard, et. al. (2002), that if structure is not well placed and align with the type of organisation, things go wrong in the organisation.

CONCLUSION

The findings of the bivariate analyses show that organisation democracy in an organisation enhances the employee commitment to the firm. An unsatisfied employee does not care about the achievement of the goals and objectives of the organisation, but as part of the organisation, with a supportive structure they mutually remain supportive to the organisation. However, when employees participate in decision making, have a residual claim and a supportive structure, decision implementation becomes easy, they enjoy a good working environment, the employee is commitment and satisfied with decisions taken and morale is boosted, since they feel recognized and as part of the team in the organisation and the direct consequence of all this is improved productivity.

RECOMMENDATIONS

Going by the findings and conclusions derived, the researcher puts forward these recommendations:

1. The beverage firms should encourage employee participation in the organisation decision-making process.
2. Employees should have a residual claim and be fully informed and oriented on the shared beliefs, practices, norms, values as well as ways of doing things within the organisation.
3. The firms should have good supportive structure that encourages organisational democracy.

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