



# Organizational Culture and Organizational Sustainability in the Hotel Industry: Does Organizational Commitment Mediate the Relationship?

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## Research Article

### Abstract

**Purpose** – This study examines the relationship between organizational culture and organizational sustainability and the mediating role of organizational commitment in the hotel industry in Nigeria, with a focus on Plateau State.

**Design/methodology/approach** – A quantitative approach was adopted with the use of structured questionnaires to elicit responses from 369 employees from 67 hotels. Data were analyzed with the use of SPSS software and the hypotheses were tested with the aid of the Analysis of Moment Structures (AMOS) software.

**Findings** – The result reveals that organizational culture exerts a significant effect on organizational sustainability, and organizational culture also significantly exerts a positive effect on organizational commitment. Surprisingly, organizational commitment did not have a significant relationship with organizational sustainability, and organizational commitment did not mediate the relationship between organizational culture and organizational sustainability.

**Practical implications** – This study's findings will assist business owners and managers, especially in the hotel industry to pay more attention to building a robust culture in the workplace for their employees and also put in place the necessary ingredients needed to make employees more committed to the organization, as these factors are needed to build and maintain a sustainable business.

**Originality/value** – This study is designed to fill some gaps as no study has been found in the literature which researched the existing relationships among the variables of organizational culture, organizational commitment, and organizational sustainability.

**Keywords:** Organizational culture, Organizational commitment, Organizational sustainability.

## 1. Introduction

Today's business organizations operate in harsh and competitive environments, especially in developing countries. Keeping these organizations afloat to attain economic, social, and environmental mandate for which they are set up is what makes them sustainable. Sustainability, according to Rezapouraghdam *et al.* (2019), is a present-day idea of organizational development, and attaining this puts pressure on organizations to find ways of dealing with issues of minimizing losses and maximizing profits, being

socially relevant and acceptable to the communities, and carrying out their operations in an environmentally-friendly manner. Kenebara and Uranta (2019) opined that the idea of sustainability has revolutionized ways of doing business in any industry in the past decade, and sustainability is no longer seen as an 'add-on' but as an integral part of the business. This agrees with the views of Nwobu *et al.* (2018) that incorporating sustainability into business strategies is being recognized as an important means of doing business all over the world. According to the Chartered Institute of Personnel and Development in London, CIPD (2012), the essence of organizational sustainability is the principle of strengthening the environmental, societal, and economic systems within business operations. This principle is essential since the concept of sustainability will keep the business running (Colbert and Kurucz, 2007) by helping the business prosper without compromising the needs of the future (Boudreau and Ramstad, 2005). Thus, a business model that creates value while sustaining and improving long-term financial (economic), environmental, and social resources is seen as one having sustainable growth Geissdoerfer *et al.* (2018). The growing interest in sustainability is expressed in many research outputs worldwide, examining various sustainability issues and contributing to understanding the outcomes of sustainable behavior for individuals, organizations, and humanity in general (Čiarnienė *et al.*, 2021). This growing interest has led to quite a several scholarly works on the subject of organizational sustainability across different fields, for example in the economy (Caiado and Quelhas, 2016), banking (Osagie and Ohue, 2019), pharmaceuticals (Alnidawi and Omran, 2016), academics (Sezen-Gültekin and Argon, 2020), telecoms (Alnidawi *et al.* 2017), etc. These look at organizational sustainability and examined the effect/influence of different predictors in the relationships. This study aims to analyze the operations of organizational sustainability by looking at other factors that could act as a catalyst. Though several studies have been done in the past, most of them were in developed economies, thereby creating an opportunity to look at what obtains in a developing country context like Nigeria. Extant literature has also not explained the trajectory through which organizational culture influences organizational sustainability, with organizational commitment acting as the mediator. Therefore, this work intends to fill this gap by investigating the role organizational culture plays in influencing organizational sustainability and the impact of organizational commitment as a mediator, using a cross-sectional approach.

This study contributes to the literature by adding to the existing knowledge on the interrelationship of organizational culture, organizational commitment, and organizational sustainability in the hotel industry in a developing country like Nigeria. In terms of practical significance, it investigates whether organizational culture and organizational commitment (playing a mediating role) could be used to attain organizational sustainability.

## 2. Literature Review

### 2.1. Theoretical Review

The organizational culture theory propounded by Burrell and Morgan (1979) posits that every given group (organization) has a pattern of basic assumptions, invented, discovered, or developed as it learns to cope with its external adaptation and internal integration, that has worked well enough to be considered valid and therefore taught to new members as the correct way to perceive, think, and feel about those problems. This theory relates to this study because every organization has peculiar and valid assumptions, invented, discovered, or developed and directly or indirectly taught to new employees which are seen as a way of tackling problems within and outside the organization, to ensure the smooth running of the organization. The works of Brewer and Clippard (2002) and also Shim *et al.* (2015), together with other scholarly studies explicate that organizational culture and commitment usually work hand in hand. This implies that, when the organizational culture level of employees in an organization is high, it naturally reflects in their commitment to the organization, thereby positioning the organization for sustainability (see Figure 1). The framework depicts the relationship among the key variables that influence organization sustainability

highlighting their dimensions. This framework is tested to show if organizational sustainability is a function of organizational culture and organizational commitment.

## **2.2. Conceptual Review**

### **2.2.1. Organizational Sustainability**

Organizational sustainability has been defined in different ways by different scholars. For instance, Boudreau and Ramstad (2005) refer to organizational sustainability as achieving success today without compromising the needs of the future, while Colbert and Kurucz (2007) see organizational sustainability as being able to keep the business going. This agrees with the opinion of Wales (2013), who sees it as meeting current customer needs and also considering future generations, whilst maintaining and preserving the resources of the business. These definitions imply that sustainable organizations/businesses are those that keep the future given their daily operations.

Also, Mostafa and Negm (2018) describe organizational sustainability as the organization's ability to achieve its objectives and increase its long-term values by integrating environmental, economic, and social considerations into its strategies, and in line with the debate on this subject matter, the Chartered Institute of Personnel and Development (CIPD, 2012) says the essence of sustainability in an organizational context is the principle of enhancing the societal, environmental and economic systems within which a business operates. Colbert and Kurucz (2007) agreed with this view when they stated that organizational sustainability implies a simultaneous focus on economic, social, and environmental performance. Mitleton-Kelly (2011) noted that organizational sustainability is more than just enduring but an organization where employees are actively involved in a continuous process of change; one in which the organization's culture embraces different ways of working, relating, and thinking to remain viable. Therefore, we conceptualize organizational sustainability in this study as the organization's ability to carry out its operations and realize its objectives effectively and efficiently by integrating social, economic, and environmental considerations into its strategies and being futuristic in its approach. This demonstrates the importance of sustainability to any organization; for instance, organizations with a sustainability mindset will not only benefit the general public, but will also create value for the businesses and stakeholders, and also have a competitive advantage over other organizations without the sustainability goal. This study maintains that organizational sustainability is a major component of successful organizations.

Čiarnienė *et al.* (2021), citing previous scholarly works carried out on organizational sustainability posited that social sustainability, environmental sustainability, and economic sustainability are the three dimensions of organizational sustainability.

Social sustainability is considered as showing a commitment and responding to the organization's shareholders' needs, which are both internal and external human resources. It includes education, human rights, health protection and safety, pro-ecological learning, employee well-being and satisfaction, regional development, and other social issues. Environmental sustainability covers areas such as reduction of environmental degradation, protection of natural resources, recycling, energy-saving, pollution control, and skillful waste management. Economic sustainability focuses on sustainable financial welfare creation, economic performance, efficient use of resources minimizing wastage, cost savings, and other economic issues (Čiarnienė *et al.*, 2021).

### **2.2.2. Organizational Culture**

This study sees organizational culture as a major predictor of organizational sustainability. Leithy (2017) likens an organization's culture to an individual's personality by stating that "Culture to an organization is what personality is to an individual". He further stated that it is that distinctive collection of beliefs, values, work styles, and relationships that distinguish one organization from another. Hofstede *et al.* (2010) define organizational culture as the shared programming of the mind that makes the members of one organization distinguishable from the others. In other words, it can be described as the "software of the mind". Ravasi and Schultz (2006) opined that organizational culture tends to be a series of shared mental assumptions which lead to interpretation and action in organizations by describing proper behavior for various positions,

while Needle (2004) asserted that organizational culture is the representation of the collective values, beliefs, and principles of organizational members.

In the words of Warrick *et al.* (2016), cultures are very different between and within organizations and culture may bring the best or worst out of the employees. Adkins *et al.* (1994) opined that the building of culture is never instantaneous and the founder's vision and mission reflect his/her values and beliefs, which lead to the formation of the early culture of the organization. During the selection process, recruiters prefer individuals who have values similar to those the organization preaches and practices, and after joining, the organizational values are inculcated in newcomers through training, mentoring, counseling, interaction with seniors, participation in organizational events and encounters with organizational issues and problems (Suar and Khuntia, 2010). Thus, newcomers absorb this culture and reflect it in their daily routines in the organization. DelCampo (2006), O'Reilly *et al.* (1991), Smart and St. John (1996), and Sorensen (2002) asserted that culture is either weak or strong, based on the agreement of employees with, commitment to, and alignment with values, norms, artifacts, and practices of the organization. The more the organizational members agree on, widely shared, and remain committed to a set of common values and practices, the stronger the culture tends to be (Gordon and DiTomaso, 1992; Kotter and Heskett, 1992; and O'Reilly, 1989), which agrees with the opinion of Shodeinde *et al.*, (2022) that of utmost importance to the management of organizations is the active involvement and engagement of employees in the workplace as this contributes immensely to the attainment of set goals and organizational success.

Organizational culture can be looked at from different perspectives/components/dimensions, and at different times, scholars have come up with different positions concerning these. This study adopts the dimensions put forth by Wallach (1983), who conceptualized that organizational culture should be measured based on three dimensions: supportive culture, innovative culture, and bureaucratic culture.

**Supportive Culture** - reflects when employees work with teams, and when they encourage and trust each other (Wallach, 1983). Supportive cultures support open relationships among employees and contribute to a friendly workplace and employees that help each other (O'Reilly *et al.* (1991). Supportive culture is characterized by collaboration, encouragement, and confidence in relations (Wallach, 1983). Berson *et al.* (2008) and Burke *et al.* (2007) argued that supportive culture promotes a collaborative atmosphere that is helpful and friendly in general.

**Innovative Culture** - refers to a workplace in which employees are creative, and a challenging environment (Wallach, 1983). This dimension involves an environment in which employees are seeking opportunities, challenges, and risks. An innovative culture is exciting and dynamic while being full of challenges at the same time (Ireland *et al.* 2003; Berson *et al.* 2008). Rasool *et al.*, (2019) showed that innovative culture focuses on the internal systems of the firm and its competitive advantage because it allows for openness to new ideas.

**Bureaucratic Culture** – is compartmentalized, systematic, and organized, and has an intelligible line of authority and responsibility, it also refers to a work environment that rich is regulated and procedural (Wallach, 1983). Organizations that apply this dimension emphasize consistency, and predictability (Wallach, 1983;. In literature, a bureaucratic organization is known for not being appropriate for attracting and keeping ambitious and creative employees, and that is because some regulations and rules may prevent the generation of new ideas and limit the ability of employees to use sources of knowledge (Wallach, 1983).

### **2.2.3. Organizational Commitment**

Porters, *et al.* (1974), as cited by Oyelakin *et al.* (2021), posit that organizational commitment focuses on employees' willingness and ability to consciously strive and attain excellence on matters bothering the success of the organization. Organizational commitment includes strong confidence and acceptance of organizational goals and values; a willingness to exert great effort on behalf of the organization; and a strong desire to keep working with the organization (Dajani, 2015). Luthans (2002) defines as it as a strong willingness to stay as a group member; a willingness to hard work as the organizational aspiration; a certain

willingness to accept the values and goals of the organization. This implies that employees maintain a group spirit, possess loyalty to the organization, and have a common goal, which is the realization of the organization's objectives. Mohammed and Eleswed (2013) opined that organizational commitment can be the degree to which an individual adopts organizational values in identifying problems to fulfill his job responsibilities and this is in line with the thoughts of Azeem (2010) and Stinglhamber *et al.* (2015) who believed that organizational commitment is strong desires in organizational goals and values, willingness to do a lot of effort on behalf of the organization and strong desire to remain a member of the organization is employees' ability in analyzing the performance of various cultures. Allen and Meyer (1990) and Colquit *et al.* (2009) asserted that employee commitment is often referred to as organizational commitment, while Luthans (2002) sees it as an employee attitude that reflects loyalty to an organization in which members of the organization express their concern for the organization and their continued success and progress. Bratton and Gold (2007), and Akintayo (2010) explaining employee commitment, refers to it as individual participation or individual attachment to the organization. Allen and Meyer (1990) state that there are three dimensions of organizational commitment: affective commitment, normative commitment, and continuance commitment.

Affective commitment is defined as the degree to which an individual is psychologically bound to the organization that employs it through a sense of loyalty, therefore they agree on the organizational goals (Allen & Meyer, 1990). Normative commitment is a feeling of employees' obligation to persist in the organization (Allen & Meyer, 1990). At the core of the manifestation of normative commitment are socialization experiences gained at first in the family and later in the workplace, especially if the importance of loyalty to one organization was emphasized (Greenberg and Baron, 2008). Continuance commitment is a situation where employees feel the need to stay, where they think leaving the company will be very detrimental to them (Allen and Meyer, 1990).

### **2.3. Empirical Review and Hypothesis Development**

#### **2.3.1. Organizational Culture, Organizational Commitment, and Organizational Sustainability**

Extant literature has linked the subject of organizational culture and its dimensions to several variables in the past. For instance, the works of Matko and Takacs (2017) examined and discovered a positive and significant relationship between the dimensions of organizational culture and employee motivation, which corroborated with studies by Sempene *et al.* (2002), Hofstede (2001), Ogbonna and Harris (2000), and (Danison, 1990). Leithy (2017) found that organizational culture influences job satisfaction, organizational commitment, and job involvement, but failed to affect organizational performance; thus, recommending more studies to look into the strength of organizational culture as it affects organizational performance, which results in organizational sustainability. Organizational culture was also reported to have a positive relationship with organizational effectiveness and organizational communication (Gochhayat *et al.* 2017). The result of organizational culture and organizational commitment carried out on IT companies in Jordan by Aranki *et al.* (2019) indicated a positive and significant relationship. This finding was in line with the work of Acar (2012) and Brewer and Clippard (2002), who maintained that organizational culture was a significant tool for improving organizational commitment; Shim *et al.* (2015), who argued that officers committed to organizational culture are more committed to the organization; and Messner (2013), who believed that designing a corporate culture strategy will increase organizational commitment.

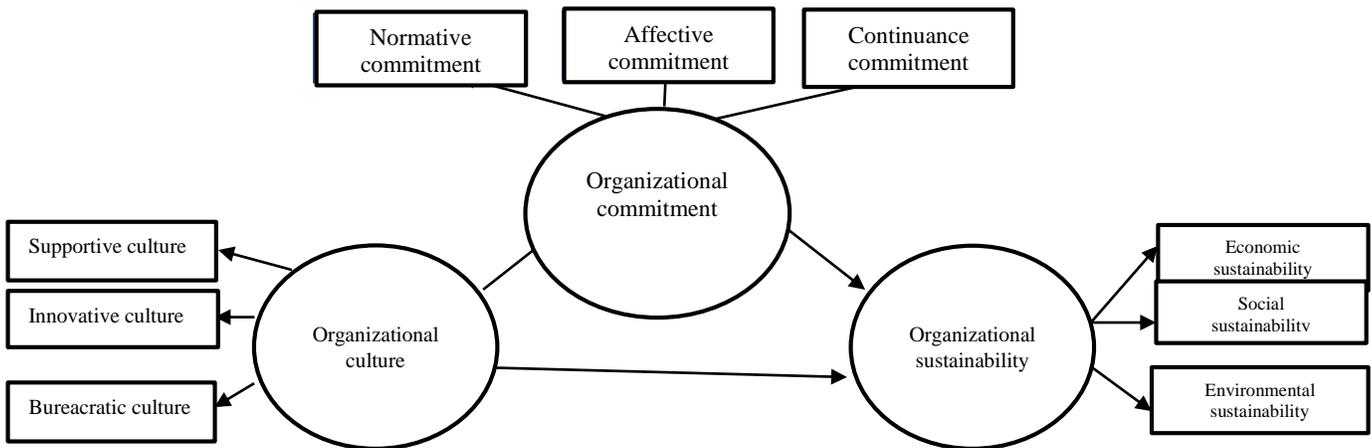
However, Srisathan *et al.* (2020) reveal that the relationship between culture and organizational commitment is a positive and significant one. Lewis (2003) explicates that when project-based firms take structure, processes, and resources into account of organizational culture, it helps understand and expose the complex root of sustainability problems. Linnenluecke *et al.* (2009) indicated that employees who report their high-perceived internal process culture tend to perform and support the economic understanding of sustainability. Obaid (2021) who considered the role of organizational culture in promoting organizational commitment is of the view that organizational culture is considered an important element that affects the ability of the organization to change and its ability to keep pace with the current development around it.

A significant effect of organizational commitment on employee sustainability was observed in the work of Fatima *et al.* (2020) and Koc and Basta (2019) show that when employee organizational commitment level

is high, it reflects a positive influence on organizational sustainability. According to Huang *et al.* (2011), the most important problem organizations face in terms of maintaining sustainability is effective human power. This suggests that an organization without the requisite commitment of its employees will face problems concerning its sustainability. This explains why Guerci and Pedrini (2014) asserted that managers must use human capital elements effectively and productively along with material resources in covering the needs of present and future human demands and expectations by sustainability principles. This is in agreement with Muslimat *et al.* (2017) in their study of the organizational commitment of employees which submits that independent organizational commitment of employees has a positively significant influence on economic performance, social performance, and environmental performance, which culminates in the sustainability performance of organizations. Therefore, having considered the above scholarly works and the organizational culture theory, this study proposes the following hypotheses:

- H1: Organizational culture exerts a significantly positive effect on organizational sustainability.*
- H2: Organizational culture exerts a significantly positive effect on organizational commitment.*
- H3: Organizational commitment exerts a significantly positive effect on organizational sustainability.*
- H4: Organizational commitment mediates the relationship between organizational culture and organizational sustainability.*

Going by the literature debate above, a conceptual framework was developed (Figure 1).



**Fig. 1: Conceptual model of the study**

The conceptual framework argues that there exists a relationship between organizational culture (made up of supportive culture, innovative culture, and bureaucratic culture) and organizational sustainability, which consists of economic sustainability, social sustainability, and environmental sustainability). It also argues that there is a relationship between organizational culture and organizational commitment, which has normative commitment, affective commitment, and continuance commitment, as its dimensions, and between organizational commitment and organizational sustainability. Furthermore, it posits that organizational commitment mediates the relationship between organizational culture and organizational sustainability.

### 3. Methodology

#### 3.1. Research Design and Data Analysis

This study engaged the cross-sectional survey design to study organizational sustainability in the hotel industry of Plateau State, Nigeria. This research design was appropriate because it gives room for the examination of a particular phenomenon at a point in time (Saunders *et al.* (2009). It is a type of observational study that analyzes data collected from a population, or a representative subset, at a specific point in time (Mukyala *et al.*, 2017). Therefore, the collection of data relating to all the variables under

study was made at one specific time other than over a long period that would require control mechanisms (Sekaran and Bougie, 2016). The correlational research design was also used because the study aimed at establishing whether there are relationships between the study variables as hypothesized from the literature review (Leedy and Ormond, 2010).

Plateau State was chosen because of its serene nature, friendly atmosphere, and its tourist attraction which has given it the name, “The Home of Peace and Tourism”. It also boasts world-class hotels for the teeming visitors that troop into the state for tourism activities, official functions, and other personal engagements. Reports from the Plateau State Tourism Board report show that there are 337 registered hotels (which constitutes the population of the study) operating in the state, with the majority of them situated in the state capital and its environs. This study selects 20% of the total number of these hotels (67 hotels) as the least sample size as recommended by Bartlett *et al.* (2001), who argued that 20% of the whole population should be sufficient to be representative of the study population. The chosen 67 hotels have a staff strength (employees) of about 3,556 as made available to the researcher from their records. Using the Krejcie and Morgan (1970) sample size determination table, 346 was gotten and 20% (69) of the sample size was added to make provision for response bias and some respondents’ inability to return the questionnaire. So, a total number of 415 was used as the sample size of this study. 420 questionnaires were distributed among these carefully selected 67 hotels with an average of 6 questionnaires per hotel targeting different categories of employees (which includes receptionists, caterers, supervisors, marketers, and managers). A total of 382 questionnaires were returned (92%), out of which 369 were deemed useable (88.9%), which is considered sufficient for statistical reliability and generalization (Garson, 2016).

### **3.2. Measures and Questionnaires**

The primary source of data collection was employed with the use of questionnaires to elicit information from respondents. A questionnaire was utilized because the data supplied in it never pass through anyone hand other than the data collectors, and for that case, there is confidentiality of the information gotten from the respondents (Bananuka *et al.*, 2019), and cannot be manipulated or biased by the data collectors. According to Saunders and Thornhill (2009), a questionnaire is best when it comes to descriptive and explanatory research. The questionnaire consisted of structured close-ended statements with respondents’ choices. It has two sections (Sections A and B); Section A covers the demographic information of the respondents, while Section B focused on their perceptions of the constructs observed in this study which were made up of questions relating to organizational culture, organizational commitment, and organizational sustainability. The study variables were measured using existing scales validated in the literature. All scales were 5-point Likert scales of Stronger Disagree at (1) and Strongly Agree at (5).

The independent variable, organizational culture, was measured on a fifteen-item scale developed by Wallach (1983) and cited by Ababaneh (2010) and Aranki *et al.* (2019). The mediating variable (Organizational Commitment) was measured on a fourteen-item scale developed by Allen and Meyer (1990), and cited by Wasti and Can (2008), Boichuk and Menguc (2013), and Aranki *et al.* (2019). The dependent variable (Organizational Sustainability) was measured on a fifteen-item scale introduced by Cella-de-Oliveira's (2013) social performance indicators and cited by Miidom *et al.* (2016) and Čiarnienė *et al.* (2021).

Table 1 presents the gender distribution, age range, marital status, academic qualification, work experience, and job position of respondents. The table reveals that 58% of the respondents are males, while 42% are females. It reveals that 27% of respondents are between 20 – 29 years old; 31% are between 30 – 39 years of age; 20% are between 40 – 49 years; 17% are between 50 – 59 years of age, and 5% are 60 years and above. The table also reveals that 43% of respondents are single, 51% are married, and 6% are either separated or divorced. Respondents’ academic qualification shows that 17% have a diploma certificate, 47% are Bachelor’s degree holders, 23% possess a Master’s degree, and 2% have a doctorate/Ph.D. certificate while 11% have other certificates. In the work experience category, the table indicates that 26% of respondents have work experience of 0 – 5 years, 31% have work experience of 6 – 10 years, 20% have worked between 11 – 15 years, 16% have worked between 16 – 20 years, and 7% have work experience of 21 years and above.

**Table 1: Demographic profile of respondents**

Construct	Category	Frequency	Percentage (%)	Cumulative percentage (%)
Gender	Male	213	58	58
	Female	156	42	100
Age range	20 – 29 years	100	27	27
	30 – 39 years	113	31	58
	40 – 49 years	75	20	78
	50 – 59 years	61	17	94
	60 and above	20	5	100
Marital status	Single	159	43	43
	Married	188	51	94
	Separated/Divorced	22	6	100
Academic qual.	Diploma/OND/NCE	63	17	17
	Bachelor's degree	173	47	64
	Master's degree	85	23	87
	Doctorate/PhD	7	2	89
	Others	41	11	100
Work experience	0 – 5 years	96	26	26
	6 – 10 years	114	31	57
	11 – 15 years	74	20	77
	16 – 20 years	59	16	93
	21 years and above	26	7	100
Job experience	Receptionists/Porters/Security	114	31	31
	Cooks/Drivers/Cleaners	89	24	55
	Supervisors/Managers	48	13	68
	Marketers/Sales	41	11	79
	Administrative officers	55	15	94
	Top management staff	22	6	100

Lastly, the job position category of respondents reveals that receptionists, porters, and security guards make up 31%; cooks, waiters, drivers, and cleaners are 24%; marketers and salespeople are 11%; administrative officers (which include ICT personnel, cashiers, accountants, HR assistants, administrative and office assistants, secretaries, etc.) make up 15%; supervisors and managers are 13%; and top management staff (i.e., Chairman, Managing Director, General Manager, etc.) are 6%.

### 3.3 Reliability and validity of the Measurement Model

This study conducts a CFA procedure via SEM to test the overall goodness of fit. The CFA results show that the measurement model is good, and therefore acceptable. The results, as highlighted in Table 2, show that chi-square/degrees of freedom ( $\chi^2/df$ ) = 2.491, normed fit index (NFI) = 0.963, relative fit index (RFI) = 0.945, incremental fit index (IFI) = 0.978, the Tucker–Lewis index (TLI) = 0.966, the comparative fit index (CFI) = 0.978, and the root mean square error of approximation (RMSEA) = 0.064, were all within Hooper *et al.*'s (2009) recommended limit as cited by Olutuase *et al.* (2020). The table also showcases the convergent validity and the reliability test of the model. According to Zhou (2013), convergent validity is a situation where all items of the specific variable are effectively reflected on their linked indicator. Hair *et al.* (2014) elucidate that three things are required for convergent validity; which are factor loadings, composite reliability (CR), and average variance extracted (AVE). They also posit that the factor loadings and AVE must have values higher than 0.50, and the values of CR must be greater than higher than 0.70. According to Hayduk and Littvay (2012), items with factor loadings less than 0.50 must be deleted to have better outcomes of CR and AVE. The reliability of the study model was carried out by looking at the Cronbach alpha values. As posited by Hair *et al.* (2016), alpha values must be greater than 0.7 for the model to be reliable. Table 3 highlights the correlation values and the discriminant validity of the study model. According to Hair *et al.* (2014), discriminant validity is the degree to which a construct is different from

the other. The rule of thumb is that the correlation values must be lesser than the square root of AVE, i.e., the square root of AVE (which is in bolded italics), must be greater than the values of the correlation both in the column and row.

Considering the results of the findings above, this study concludes that all the elements of the measurement model i.e., the goodness of fit test, the convergent validity (factor loadings, AVE, CR), reliability test, and the discriminant validity, met the requirement for a good-fit-statistics and are valid, therefore the hypotheses were tested using a structural model that was developed.

**Table 2: Convergent validity and reliability test Factor loadings, Average Variance Extracted, Composite Reliability, Cronbach Alpha**

Constructs	Items	Factor loadings	AVE	Composite reliability	Cronbach alpha
Organizational culture	OCU8	0.872	0.690	0.869	0.917
	OCU9	0.884			
	OCU11	0.727			
Organizational commitment	OCM1	0.624	0.595	0.812	0.912
	OCM4	0.859			
	OCM5	0.811			
Organizational sustainability	OSU4	0.750	0.660	0.853	0.779
	OSU5	0.834			
	OSU6	0.849			
<b><u>Model Fit Statistics</u></b>					
	CMIN/DF	2.491			
	NFI	0.963			
	RFI	0.945			
	IFI	0.978			
	TLI	0.966			
	CFI	0.978			
	RMSEA	0.064			

**Table 3: Correlations and discriminant validity**

	Mean	SD	1	2	3
Organizational sustainability (1)	0.828	0.084	<b><i>0.831</i></b>		
Organizational commitment (2)	0.765	0.124	0.051	<b><i>0.771</i></b>	
Organizational culture (3)	0.811	0.059	0.594	0.073	<b><i>0.812</i></b>

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

**3.4 Testing the hypotheses of the structural model**

After confirming the reliability and validity of the measurement model, a structural model was employed for the validation of the study hypotheses.

**Table 4: Hypotheses testing results**

Hypotheses	Path estimates (β)	Standardized error (S.E)	t-value	Probability value	Hypotheses results
H1: OCU → OSU	0.223	0.029	7.762	0.000	Supported
H2: OCU → OCM	0.466	0.033	14.098	0.000	Supported
H3: OCM → OSU	0.037	0.036	1.028	0.304	Not supported
<b>Model Fit Statistics</b>					
	X2/df	1.181			
	NFI	0.977			
	RFI	0.955			
	IFI	0.996			
	TLI	0.993			
	CFI	0.996			
	RMSEA	0.022			

This was done using the structural equation model (SEM) in line with the maximum likelihood principles. The path estimates are required to be significant at a 5% (0.05) level for the hypotheses to be accepted. The

results as presented in Table 4 show the outcome of the analysis. Hypothesis 1 (organizational culture and organizational sustainability) with  $\beta$ -value=0.223, t-value=0.029, and p-value=0.000, was found to be fully supported and therefore accepted. Hypothesis 2 (organizational culture and organizational commitment), which has  $\beta$ -value=0.466, t-value=0.033, and p-value=0.000, was also found to be fully supported and accepted, while Hypothesis 3 (organizational commitment and organizational sustainability) was not supported as its result was  $\beta$ -value=0.037, t-value=0.036, and p-value=0.304, and therefore rejected. Using academic qualification and work experience of respondents as control variables, Table 4 concludes by highlighting the model fit estimates of the hypothesized data:  $X^2/df = 1.181$ ; NFI = 0.977; RFI = 0.955; IFI = 0.996; TLI = 0.993; CFI = 0.996; RMSEA = 0.022.

### 3.5 Mediation analysis

In determining the mediating effect of organizational commitment on the relationship between organizational culture and organizational sustainability, a bootstrapping procedure using the analysis of moment structures (AMOS), as suggested by Soepding *et al.* (2021), was conducted and the outcome presented in Table 5. The table indicates a positive and significant total effect of organizational culture and organizational sustainability ( $\beta=0.241$ , p-value=0.009). This shows an overall direct effect of organizational culture on organizational sustainability. But with the introduction of organizational commitment as a mediator, the influence of organizational culture on organizational sustainability was reduced ( $\beta=0.017$ , p-value=0.231), and boot lower confidence limit= -0.013, boot upper confidence limit = 0.052, p-value = 0.231. Based on the arguments of Baron and Kenny (1986), this shows there was no mediation of organizational commitment on the relationship between organizational culture and organizational sustainability. This evidence does not statistically support H4, indicating that organizational commitment is not necessary for maximizing the impact of organizational culture on organizational sustainability in the context of the hotel industry in Plateau State. The model suggests that only 0.17% of the variation in organizational sustainability is explained by organizational culture and organizational commitment.

**Table 5: Bootstrapping results**

Total, Direct, and Indirect effects	Path estimates ( $\beta$ )	Probability value	Lower bounds	Upper bounds	Hypotheses results
Total effects (OCU & OSU).	0.240	0.009	-	-	
Direct effects (OCU & OSU)	0.223	0.007	-	-	
Indirect effects (OCU→OCM→OSU)	0.017	0.231	-0.013	0.052	Not supported

### 4. Discussion and Implications of the Findings

Recall that this study looks at and examines the relationships among the variables of organizational culture, organizational commitment, and organizational sustainability in the hotel industry in Plateau State, Nigeria. Its main objective is to investigate the effect of organizational culture on organizational sustainability, considering the role organizational commitment plays. The findings show that organizational culture exerts a significantly positive effect on organizational sustainability and also on organizational commitment. But surprisingly, organizational commitment did not exert a significant relationship on organizational sustainability, and so could not mediate the relationship between organizational culture and organizational sustainability. Although this result was not anticipated, it agrees with the opinion of Hair *et al.* (2014) and Hair *et al.* (2016) that relationships in most studies in behavioral sciences “are not straight-jacketed in a cause-response fashion”, nevertheless other variables contribute to shaping their results.

Organizational culture was predicted to have a positive and significant relationship with organizational sustainability, which was supported (Table 4) at  $\beta$ -value=0.223 and p-value=0.000. This result corroborates the view of Srisathan *et al.* (2020) in their research on organizational culture and sustainability carried out on 300 SMEs from different business industries in Thailand and China. It also agrees with Wongsnuopparat and Chunyang's (2021) work which posited that culture will continue to be an advantage to organizational

sustainability as long as it continues to develop and accept new concepts and thinking. The findings of Obaid (2021) also stressed the importance of organizational culture as a necessary tool for promoting organizational sustainability. Organizational culture was also predicted to have a significant relationship with organizational commitment and support was provided for this assertion with  $\beta$ -value=0.466 and p-value=0.000. This result shows consistency with the study of Aranki *et al.* (2019) carried out among 342 employees of IT companies in Jordan. It also agrees with studies of Acar (2012), Brewer and Clippard (2002), Shim *et al.* (2015), Messner (2013), and Ghorbanhosseini (2013).

The prediction of organizational commitment having a significant relationship with organizational sustainability was not supported, as Table 4 shows that though there was a positive relationship, the effect was not significant ( $\beta$ -value=0.037 and p-value=0.304). This means that organizational commitment did not exert a significantly positive relationship with organizational sustainability. This result negates the finding of Nahak and Ellitan (2022), who posit that organizational commitment is a necessary ingredient of organizational sustainability in ensuring the survival of the organization. Finally, with a result of  $\beta$ -value=0.017 and p-value=0.231, the mediating role of organizational commitment in the relationship between organizational culture and organizational sustainability was not significant. This finding goes contrary to the result of Nikpour (2017) conducted among 190 employees of the Education Office of Kerman province in Iran, which concludes that organizational commitment mediated the relationship between organizational culture and organizational performance. It also negates the result of Omira (2015) in Saudi Arabia, who posited that organizational commitment fully mediated the relationship between organizational culture and organizational performance and it also did not agree with Cao *et al.*, (2019), Hadian-Nasab and Afshari (2019), and Arumi *et al.* (2019), who investigated the impact of organizational commitment as a mediator on different predictor and outcome variables in China, Iran, and Indonesia respectively.

Theoretically, this study provides support for the organizational culture theory. Based on this study's findings, two contributions to the theory were realized. First, it shows a theoretical connection between organizational culture and organizational sustainability in hotels in Plateau State, Nigeria. This informs that organizational culture plays a key role in the sustainability vision of organizations, especially in a developing country context like Nigeria, and consequently contributes to the current debate in the literature beaming light on the direction of organizational culture and organizational sustainability. Secondly, this study confirms the theoretical connection between organizational culture and organizational commitment in the hotel industry in Plateau State, Nigeria. It offers insight into the importance of culture in the actualization of commitment in organizations both in the private and public sectors and also contributes to the literature on the aspect of these variables.

Though organizational commitment did not exert a significant influence on organizational sustainability in this study, an opportunity to further investigate the reason for this is being opened up in the literature. This may be a result of other salient issues not covered in this study such as employee motivation, organizational/managerial support, work-life balance, organizational politics, etc.

## 5. Limitations and Direction for Future Research

This study adopted the cross-sectional approach with the aid of self-administered questionnaires to respondents. This approach, according to Podsakoff *et al.* (2003) has its drawbacks, as researchers have raised some reservations. Future work on this subject could be done using the mixed method, the longitudinal approach, or the qualitative approach. Secondly, this study was restricted to hotels in Plateau State, Nigeria. There is a possibility that information elicited from the respondents is not the true position of happenings in hotels in Plateau State and so future research could concentrate on other sectors such as public (government) institutions, telecommunication, constructions, small and medium scale enterprises (SMEs), non-government organizations (NGOs), etc. to test this result especially as it concerns the indirect relationship. Similarly, studies could be carried out in other hotels outside Plateau State, Nigeria, especially in other developed economies where the hotel industry forms a major part of their tourism sector.

## 6. Conclusion

In this study, the role played by organizational culture on organizational sustainability was investigated, using organizational commitment as a mediating variable, with a focus on hotels in Plateau State. Organizational culture was discovered to significantly influence organizational sustainability and also exert a significant influence on organizational commitment. However, organizational commitment did not exert a significant influence on organizational sustainability and did not also mediate the relationship between organizational culture and organizational sustainability. This study contributes to existing literature and emerging studies on the antecedents of organizational sustainability on how organizational culture affects both organizational commitment and organizational sustainability. It also recommends that further research be conducted to investigate the relationship between organizational commitment and organizational sustainability in other industries, geographical locations in Nigeria, and even in more developed economies.

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