

## Effect of Power Distance on Organizational Commitment in the Federal Polytechnic Mubi, Adamawa State, Nigeria

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**Abstract:** The study aimed at assessing the effect of power distance on organizational commitment in the federal polytechnic Mubi, Adamawa state. The objective of this study was to determine the effect of power distance on organizational commitment. A survey research design was adopted. The population of the study is 2,536 comprises of academic and non-academic staff of federal polytechnic Mubi and 346 employees were selected as a sample size using Yamani formula. Self-administered questionnaire design on five points Likert scale ranging from strongly disagrees (1) to strongly agree (5) was used as data collection instrument. The Cronbach's alpha was used to test the reliability of the instrument. The hypothesis of the study was tested using regression analysis at 5% (0.05) level of significance with the help of Statistical Packages for Social Sciences (SPSS). Based on the analysis, the findings of this study shows that power distance does not have significant effect on organizational commitment ( $\beta = 0.089$ ,  $t = 1.590$ ,  $p > 0.05$ ). Therefore, power distance is not a factor to determine organizational commitment. Based on the results, it is recommended that organization managers that require its employees to be committed to their responsibilities should not use power distance as a measure to obtain that. This study suggests that future researchers should extend the research to profit making organization and break power distance into low and high power also there is need to look at commitment dimensionally.

**Keywords:** Commitment, Organization, Power distance.

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### I. Introduction

Human resources are recognized as the most important factor for competitive advantage of every organization. In practice, empowering human resources by facilitating their participation in organizational decision making and job affairs can lead to organizational effectiveness. To achieve commitment in organizations, managers are to make sure that employees in all hierarchical levels have access to the right mix of information, knowledge and power to work independently. When employees feel this empowerment, they experience more autonomy over their responsibilities and become more motivated to do their jobs. Culture has been focused as a critical variable to explain differences in organizational behaviour, performance and human resource management.

Hofstede (1980) introduce four cultural dimensions that later became the most popular references in cross-cultural studies. These are individualism/ collectivism, power distance, uncertainty avoidance, and masculinity/femininity. Later, he added a fifth dimension, the long term orientation in his research (Hofstede 2001). Research on organizational culture and its implication on human resource practices in the organizations have often come heavily on organizations that high on power distance. Khatri (2009) employees in high power distance culture are unwilling to participate in decisions and prefer their superiors making decisions for them and giving them instructions, which they could follow passively. Organizational commitment is one of the determinate factors affecting the employees' sense of participation in the organization's activities and performance (Chelladurai, 2009). According to Cohen (2003) commitment is a force that binds an individual to a course of action of relevance to one or more targets.

Federal Polytechnic Mubi is a public sector tertiary educational institution which was established in Yola along with six other federal polytechnics by Decree No 33 of 25<sup>th</sup> July, 1979. The Polytechnic was established primarily to provide full time, part-time courses of instruction and training in technology, applied science, commerce and management and in such other fields of applied learning. In October, 1982 the school was transfer to main campus in Mubi North Local Government Adamawa State but still maintaining campus in Yola.

Several studies were conducted on power distance. For instance;Hauff and Richter (2015) investigated the effect of power distance on the relationship between job characteristics and job satisfaction. Similarly, Fock, Hui, and Bond (2013) investigated the effect of power distance on the relationship between leadership empowerment and job satisfaction. In addition, Rafiei&Pourreza (2013) investigated the moderating effect of power distance on the relationship between employee participation and job satisfaction. Olako and Ogutu (2012) examine the influence of power distance on employee empowerment and performance of multinational corporations in Kenya.However, despite all these studies, there has been no study conducted to examine the effect of power distance on organizational commitment. Moreover, issues relating to commitment in educational institutions poses serious threat to the development of sound educational system in the country (Mustapha &Bolaji, 2015),thereby producing unproductive graduates due to poor commitment of lecturers to their job and institution at large (Ologunde, Akindele&Akande, 2013; Peretomode&Chukwuma, 2012).

Therefore, a major concern is to improve student performance through their mentors' ability to effectively train and impact positively on them.FederalPolytechnic Mubiis not an exceptional there is problem of low commitment from employees which is affecting organizational performance. However this study bridges geographical gap as most of studies on power this was conducted outside Nigeria. Hence, this study seeks to examinethe effect of power distance on organizational commitment in Federal Polytechnic Mubi.

### **Research Hypothesis**

**Ho:**Power distance does not have effect on organizational commitment in the FederalPolytechnic Mubi.

### **Conceptual Clarifications**

#### **Power Distance**

National culture is defined as a set of values and beliefs which guide individuals in making decision and distinguishes them (Hofstede, 2001). National culture may include among others norms and values which forms the informal organization. Accordingly informal organizations Culture at this level change very slowly, on the order of centuries (Williamson, 2008). This imposes pressures on the top-down and implies that culture impact on organizations practices within a country. Hence directly affects individual actions and decision making.

According to Hofstede and Minkov (2010), in general terms power distance is “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. Also, that distribution of power is explained on the basis of the actions of the members that have more power.

Magdalena(2001) state that there are two extremes to which extent members of a society are willing to accept the inequality, and so: small power distance means that the extent to which less powerful people accept the social inequality is small, that is members of a society are treated as equal as possible in an unequal society (Hofstede, 1986). Large power distance means that a big inequality in power is considered by the less powerful members of a society as normal.

It is important to remember that the table gives a description of two extreme environments and characteristics for majority of countries would lie somewhere in the middle. While some of the societies may find either small or large power distance description familiar some other may identify themselves with features described in both categories.Austria and Israel, for example, would be closest to the extreme model of small power distance society while Malaysia and Panama would represent the opposite category. However, other countries like Italy or Spain, fall somewhere in between these two groups and this is the group the author would like to devote more attention to and describe how it affected methodology that she adopted.Kaloki (2001) also differentiate between high and Low power distance as follows: high power distance refers to employees place high value on independence, managers make decisions after consultation with subordinates, stronger perceived work ethics: strong disbelief that people dislike work, close supervision negatively evaluated by subordinates, managers like seeing themselves as practical, benevolent and systematic managers; they admit a need for support, power inequality in organizations should be minimized, employees are less afraid of disagreeing with their supervisors, employees are more cooperative, all should have equal rights, people at various power levels feel less threatened and more prepared to trust others, Powerful people should try to look less powerful than they are and cooperation among the powerless can be based on solidarity.While low power distance on the other hand, employees place high value on conformity, managers make decisions autocratically and paternalistically, weaker perceived work ethics; more frequent belief that people dislike work, close supervision positively

evaluated by subordinates, managers like seeing themselves as decision-makers, There should be an order of inequality in this world in which everyone is in a rightful place. High and low are protected by this order, employees fear disagreeing with their bosses, employees are reluctant to trust each other power holders are entitled to privileges, other people are potential threats to one's power and rarely can be trusted, powerful people should try to look as powerful as possible and cooperation among the powerless is difficult to bring about because of low faith in people's norm.

### **Organizational Commitment**

Why do some people like to stay within one organization for their whole life? What binds an individual to the organization? What are the common factors to those employees, who feel they would not like to change the organization? All of these questions are focused when examining organizational commitment, every person working in any work-related organization is automatically part of some bigger group, Employee is a member of a collective and this invisible tie between an employee and a collective is being studied when we are interested in organizational commitment (Elina, 2014).

Organizational Commitment means a psychological attachment, sense of belongingness and motivation to contribute to the organizational development. It is a process in which employees think that it is their moral and ethical responsibility to think for the organization's future and investing time in organizational development will eventually be helpful in meeting their personal goals as well (Gautam, Van Dick, & Wagner, 2004). Miller (2013) also states that organizational commitment is a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. Organizational commitment is therefore, the degree to which an employee is willing to maintain membership due to interest and association with the organization's goals and values. In addition, Morrow (2016) describes organizational commitment as characterized by attitude and behaviour.

Feather and Rauter (2004) describes an attitude as evaluative statements or judgments either favourable or unfavourable concerning a phenomenon, basically, organizational commitment is a bridge that connects the employees with their organization. It measures the level of involvement and attention that each individual of the company puts in and also it tells how integrated are the goals of individuals with the goals of the organization.

Therefore, by looking at so many different reasons that keep an employee attached to his/her organization, it is clearly visible that there can be both positive and negative effects on employees' job satisfaction and self-esteem (Lee & Peccei, 2007). Organizational commitment tells how psychologically attached an individual is to the firm and how much involvement is shown in order to meet the goals of an organization with extra efforts and motivation. Organizational commitment is, therefore, measuring the level of interest, association, involvement and motivation that an individual holds in favour of a particular organization

There are different levels of individuals commitment based on development of the different stages of commitment in individuals (Meyer, Becker, & Vandenberghe, 2004). According to Reichers(1985) commitment may be divided into the three levels as higher, moderate, and lower level. High level of organizational commitment implies a strong acceptance of the organization's goals and values and the tendency to attempt to stay with the organization, while, moderate or partial level of organizational commitment implies a rather reasonable acceptance of organizational goals and values and the tendency to attempt to stay with the organization, and low level of organizational commitment implies the lack of acceptance of organizational goals and values, and the reluctance to attempt to stay with the organization.

## **II. Empirical Review**

Power distance and organizational commitment has received substantial attention in the past studies due to its relevance, Aminu, Rozita and Sabarani (2017) carried out research on the role of power distance on personality towards affective commitment of lecturers in Nigeria. The finding of their research reveals personality traits where found significant within the context and power distance played crucial role in hierarchical society such as Nigeria. However, their study did not examine power distance in relation to commitment.

Magdalena (2001) conducted a study on Power distance dimension and methodology in University of Birmingham USA. His study reveals that reflective teaching seems to be the most important part of methodology accepted by her that was influenced by a change from large into small power distance society. His study was conducted in USA there is geographical gap here because this study was conducted in Nigeria.

Apoorva (2011) conducted a review on power distance in organizational contexts collectivist cultures and find that, high power distance can also lead to leader- centred nurturance which is positively related to friendly orientation, guidance, encouragement and task orientation. However, the study was a review, and need empirical investigation.

Madlock (2012) conducted study the influence of power distance and communication on Mexican workers. The findings offered support for the value of cultural congruency between the societal culture (macro) and the organizational culture (micro). Additionally the findings indicated that power distance is positively related to the organizational commitment of Mexican employees. However, the study was conducted in Mexico which makes the applicability of the results difficult in Nigeria.

A study on Chinese organizations by Farh, Hackett, and Liang (2007) emphasizes that power distance hinders organizational support to its employees to yield better performance and productivity. Another study on Chinese organizations (Yang, Mossholder, Kevin & Peng 2007) indicates adverse moderation of power distance in the relationships between procedural justice climate and individual-level outcomes (organizational commitment and organization-directed citizenship behaviour). Power distance was found to be assuaging the positive effects of procedural justice climate.

### III. Methodology

In accordance with Kuria, Wanderi and Ondigi, (2012), using a survey strategy gives researcher more control over the research process and when sampling is used, it is possible to generate findings that are representative of whole population at a lower cost than collecting data for the whole population. The data collection techniques methods that tend to be used in surveys are questionnaires (Quinlan, 2011). The population of this study is 2536, which comprises of the academic and non-academic staff of Federal Polytechnic Mubi, contract staff and part-time staff was not included in this study. Yemani (1964) method of calculating sample was used to obtain sample size from the population of 2536.

The formula is shown below;

$$n = \frac{N}{1 + N(e)^2} \quad \text{Where: } n = \text{sample size, } N = \text{total population of the study and } e = \text{expected sample error}$$

$$n = \frac{2536}{1 + 2536(0.05)^2}; \quad n = \frac{2536}{1 + 6.34}; \quad n = \frac{2536}{7.34}; \quad n = 345.5$$

Therefore, the sample size of the study is 346. Regression analysis was used to test the research hypothesis with the aid of SPSS version 25.

#### Model Specification

The linearity relationship between independent and dependent variable is mathematically expressed as:

$$OC = f(PD) \dots \dots \dots (1)$$

Stating the equation in notation form, it therefore becomes as:

$$OC = \beta_0 + \beta(PD) + \epsilon_t \dots \dots \dots (2)$$

$$\beta > 0$$

Where: *OC*= organizational commitment, *f* =functional notation, *PD*= power distance,  $\beta_0$ = constant,  $\beta$ = coefficient of independent variable, and  $\epsilon_t$ = error term.

#### Results and Discussion

The researcher distributed 400 questionnaires for safety net, and 322 were retrieved the analysis is based on retrieved questionnaires. In this study simple regression analysis was employed for testing the hypothesis.

#### Test of Reliability

Table 1 below shows the reliability alpha coefficient of the constructs in this study. Organizational commitment (0.720) and power distance (0.711) which is accepted (Maizura, Masilamani&Aris, 2009; De Vaus, 2002; Nunnally, 1978).

**Table 1: Cronbach's Alpha Reliability Coefficients for Variables of the Study**

S/N	Variables	No. of Items per variable	Alpha Reliability coefficient
1	Organizational Commitment	5	0.720
2	Power Distance	10	0.711

**Source: SPSS 25 Computation from Field Survey Data (2020)**

#### Hypothesis Testing

In order to test the hypotheses of the study at 0.05 (5%) level of significance, the study employed the test of autocorrelation for diagnostic test as precondition to produce a reliable result.

**Autocorrelation Test**

To evaluate the level of autocorrelation between study variables, the Durbin Watson (DW) test statistics was employed and its coefficient ranges from 0 to 4 (i.e.,  $0 \leq DW \leq 4$ ). It was stated that a test statistics of 4 denotes that the residuals are highly correlated, while 0 value indicate a situation where the residuals are uncorrelated (Field, 2009). The result for the autocorrelation test is depicted in table 4 below.

**Table 2: Autocorrelation Test**

Predictor	Durbin Watson
Organizational commitment	1.640

**Source: SPSS 25 Computation from Field Survey Data (2020)**

The result in table 2 shows that the DW test results for the model produce 1.640, which make the hypothesis of independence errors to be supported since it fall within the tolerance perimeter.

**Table 3: Regression analysis of the effect of power distance on organizational commitment in the Federal Polytechnic, Mubi**

	B	Std. Error	Standardized Coefficients (β)	t-values	p-values	Hypothesis Testing
(Constant)	18.547	.746		24.854	.000	
Power Distance	.105	.066	.089	1.590	.113	
<b>R</b>	<b>0.089</b>					
<b>R<sup>2</sup></b>	<b>0.008</b>					
<b>Adjusted R<sup>2</sup></b>	<b>0.005</b>					<b>Ho: Accepted</b>
<b>F-Stats</b>	<b>2.529</b>					
<b>p&gt;0.05</b>						

**Source: SPSS 25 Computation from Field Survey Data (2020)**

From the regression result in table 3 above, the r value of 0.089 (8.9%) indicate that there is negligible correlation between power distance and organizational commitment. The β coefficient shows that power distance ( $\beta = 0.089$ ,  $t = 1.590$ ,  $p > 0.05$ ) made insignificant positive contribution in explaining organizational commitment. This implies that power distance has no significant effect on organizational commitment in Federal Polytechnic, Mubi.

**IV. Discussion of finding**

This study examines the effect of power distance on organizational commitment in Federal Polytechnic Mubi, Adamawa State. Based on the analysis, the results of this study revealed that power distance has no significant effect on organizational commitment in Federal Polytechnic, Mubi. The findings of this study contradict the finding of Madlock (2012) who found that power distance is positively related to the organizational commitment. However, the disagreements could be as result of geographical location as the study by Madlock (2012) was conducted in Mexico which has different environment with Nigeria.

**V. Conclusion and Recommendations**

From the findings of this study, it is therefore, concluded that power distance does not affect organizational commitment positively. Arising from the finding of this research it is recommended that organizational managers should not in any way use power distance as a measure to achieve commitment of employees to their organization.

This study was conducted on the effects of power distance on organizational commitment in the federal polytechnic Mubi. Also, future research should focus on exploring the effect of power distance on dimension of organizational commitment (i.e. commitment affirmative, continuance and normative commitment) as this study conceptualized commitment as single variable. In addition, future researchers should look at power distance on level of high power and low power distance. Furthermore, this study was conducted in service organization but dwell on institution of learning further researchers can look at other sector like banking sector and see the effect on organizational commitment.

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