

**EMPLOYEE COMMITMENT AND ORGANISATIONAL PERFORMANCE
(A CASES STUDY OF CHICKEN REPUBLIC, BENIN CITY, EDO STATE)**

**BY
Tonbrapade KOROKORO
MGS1706733**

**FACULTY OF MANAGEMENT SCIENCE
UNIVERSITY OF BENIN
BENIN CITY**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS
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BENIN, BENIN CITY
IN PARTIAL FULFILLMENT FOR THE AWARD OF BACHELOR IN SCIENCE
DEGREE (B.SC.) IN BUSINESS ADMINISTRATION**

FEBRUARY,2023

DECLARATION

I, hereby declare that the entire research work being submitted in partial fulfilment of the requirement for the Award of the degree of B.sc Business administration in the University of Benin, Benin City, Edo State is the result of my independent assessment.

Embodied in this project is my original work and has not being presented for a degree by any other person in the University. All reference made to works of other person have been duly acknowledged.

Tonbrapade KOROKORO
(Project Student)

CERTIFICATION

We the undersigned certify that the research work was carried out by Tonbrapade KOROKORO MGS1706733 in the Department of Business Administration, Faculty of Management Sciences, University of Benin. It is adequate in scope and quality for the in partial fulfilment of the award of Degree of Bachelors of Science B.SC Business Administration

Prof. Evelyn I. Umemezia
(Project Supervisor)

Date

DR. S.A. ADEKUNLE
(Project Coordinator)

Date

DR. OSARUMWENSE V. IGUISI
(Head of Department)

Date

DEDICATION

This project is dedicated to God Almighty for His love, grace, strength and mercy on me throughout my academic pursuit.

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ABSTRACT

The aim of this study was designed to examine employee commitment and organisational performance. To guide the study, three research questions were raised which are outlined thus: What is the impact of affective commitment on organisational performance? How does normative commitment affect organisational performance? How does continuous commitment affect organisational Performance? The study adopted survey research design because the sampled elements and the variables under investigation were observed without any attempt to control or manipulate them

from these three research questions, 15 items were raised in the questionnaire together with the data for this study and the questionnaire was subject to Cronbach alpha method of testing and a coefficient of 0.75 was obtained. The descriptive survey research design was used for this study. The population of this study comprised Chicken republic Staff in Benin City.

The findings from the study revealed that majority of the respondents agreed that organisational commitment creates an impact among the workers of chicken republic. It was shown that the respondents strongly agreed that staff motivation aids commitment. It was seen that job satisfaction enhances commitment. It is recommended that the management of companies are advised to hire employees who are likely to become linked to the organisation. The organisation must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Employees would, however, also like to work for a company that offers a fair salary, a stable position, and room for advancement. When employees lack commitment, the firm loses its most talented workers at a time when the market is very competitive. Employees that are highly committed will invest their time and effort into achieving the organisation's goals and ideals (Hunjra, 2010). By using the best employee retention strategies, the firm must increase employee commitment. Some strategies include fostering favorable organisational attitudes like work satisfaction and participation (Jain, 2009). Additionally, having motivated, engaged, and committed employees is regarded as the organisation's key success factor.

One of the factors that has drawn research attention to commitment is that it is employed to sustain competitive advantage and produce superior performance, according to Akintayo (2010) and Sigye (2010). Additionally, a worker who shares a dedication to the company and the well-being of the group is better suited to provide the social capital needed to support organisational learning. Therefore, it is crucial for businesses to understand the factors that are crucial or have a significant influence on increasing employee commitment. In the research, a number of variables had been noted as influencing employees' commitment. According to

Ponnu and Chuah's (2010) research, improving organisational fairness, especially procedural justice, might dramatically boost an employee's loyalty to a company and lessen that employee's desire to quit. According to (John, Meyer & Elyse,2010), there is a strong correlation between organisational success and both employee commitment and corporate social responsibility. In light of the fact that social activities also consider the welfare of employees and their families, they came to the conclusion that organisations may increase performance via employee commitment.

According to Ponnu and Chuah (2010) research, improving organisational fairness, especially procedural justice, might dramatically boost an employee's loyalty to a company and lessen employee's desire to quit. According to Ali et al. (2010), there is a strong correlation between organisational success and both employee commitment and corporate social responsibility. In light of the fact that social activities also consider the welfare of employees and their families, they came to the conclusion that organisations may increase performance via employee commitment. When a person decides to stay with the company despite the high perceived cost of quitting, they have demonstrated continuance commitment. The term "normative commitment" also refers to an employee's duty to continue working for the company because they have a clear knowledge of its objectives and values (John, Meyer & Elyse). It may also be as a result of pressures from others in your life who think you should be there as a result of ethical or moral reasons. On the other hand an individual may also identify strongly with an organisation because it identifies strongly with the individual which may be based on certain emotional attachment and a belief in it's value in achieving his or her goals and objectives. In

order to increase employee commitment, it is important to choose the appropriate technique depending on your workplace culture and existing goals. Work performance is the degree to which an employee completes the tasks that make up his or her job, according to Byars and Rue (2006). It may be characterized as a record of the results achieved throughout the course of a certain task (Williams 1998) Performance refers to how successfully a worker satisfies the requirements necessary for a certain job. The quality and quantity required to achieve work goals set by employees and their managers is referred to as job performance. Therefore, if the criteria of performance have been agreed upon by the employee and management, work performance may be assessed as excellent or terrible. According to Porter and Lawler (cited in Lunenburg & Ornstein), perceived equitable rewards are a major input in to employee satisfaction⁹. An employee's output is everything they get in return for doing their job, such as their salary, promotion, fringe benefits, job security, working conditions, and so on (Lunenburg & Ornstein,2004,128). The inputs include things like educational background, professional training, job experience, personal skills, and personality traits, among other things that they offer to the institution (Lunenburg, Ornstein 2004). Workers also anticipate seeing justice and fairness in the job they perform and the results of that effort. In a nutshell, the idea contends that employees evaluate the fairness of the compensation they get at work. They do this by employing what the author refers to as "the process of social comparison" (Lunenburg, Ornstein 2004 128), which suggests that if the employees are adequately compensated, they become happy or content with their jobs, and the contrary is true. Grusky claims that one of the most crucial elements affecting how strongly a person is attached to an

organisation is incentives. If a person learns that he cannot get the incentives he initially wanted, he leaves the group, joins another, or if that isn't feasible, he takes the rewards he can get and simultaneously feels less dedicated to the organisation. Extrinsic (external) rewards are a variety of outside incentives that managers can use to encourage staff to boost productivity, according to Shanks (2007). These include compensation, rewards, incentives, promotions, and flexible scheduling, among other things. Shanks claims that intrinsic (internal) rewards are more intangible in many respects since they are internal to the individual. They actually reflect how the individual thinks about labor and its value, making them very subjective (2007-30). According to Malhotra et al. (2007:2098), "intrinsic incentives are inherent in the content of the job itself and include motivational features such as skill variation, autonomy, and feedback," as well as worker engagement. Job performance will be defined for the purposes of this study as the output demanded of employees, assessed against certain specified criteria, which help to achieve corporate goals. Employee commitment and job performance are essentially unconnected according to past research, according to Becker et al. (1996), since it failed to differentiate between different focuses of commitment. They claimed, based on their empirical findings, that dedication to supervisors was both more strongly and positively connected to performance than commitment to organisation (Becker, Billings, Eveleth, & Gilbert, 1996). In addition, Becker (1992) found that, "over and beyond commitment to an organisation, commitment to top management, supervisor, and work group were major drivers of top satisfaction, intent to resign, and pre-social organisational activities. It was discovered that commitment specifically among top management, supervisors, and

work groups, was negatively related to intent to quit and positively related to satisfaction and pre-social organisational behaviors, and that it explained variance in these dependent variables in addition to that explained by commitment to organisation (p. 232). Therefore, it should be mentioned that compared to commitment to organisation, considering employee commitment as having multidimensional dimensions helps explain greater variation in significant dependent variables.

1.2 Statement of the Research Problem

Employee commitment is simply the degree to which the employee feels devoted to their organisation (John, Meyer & Elyse 2010). It is also defined as psychological immersion of an individual with the organisation through sense of belonging, ownership of organisational goals and being ready to accept challenges. Andrew (2017) defines employee performance as the attained outcome of actions with the skills of employees who perform in some situation. Organisational performance can be measured through three basic outcomes which are financial performance, product market performance and return to the shareholders employee. Employee commitment is a key element in achieving organisational performance. However, the problem that this study intends to review bores from the fact that there is a wide discrepancy between employees' efforts towards work and what he or she receives or get in return for that effort. In the world of work, particularly in an organisational setting, the relationship between employees and employers have traditionally made a tacit agreement in exchange for workers' commitment, organisation's governing bodies would provide forms of

value for employees, such as secure jobs and fair compensation (Katz & Kahn, 2018). But rather unfortunate, the employees irrespective of their level or ranking in most organisations do not get paid what they deserve. As a result, workers in most organisation have embarked on series of protest in order to protect their work conditions and improve welfare package Spector (2007). Reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes. This study therefore, looked into the effect of employee's commitment on organisational performance, with a case study of staffs of the Chicken Republic, Benin City, Edo state.

1.3 Research Questions

The following research questions are raised to guide the study

1. What is the impact of affective commitment on organisational performance?
2. How does normative commitment affect organisational performance?
3. How does continuous commitment affect organisational Performance?

1.4 Objectives of the Study

The main objective of this study is to examine the effect of employee's commitment on organisational performance. The study also aims to:

1. To determine the impact of affective commitment on organisational performance
2. To ascertain whether normative commitment affect organisational performance
3. To investigate whether continuous commitment affect organisational performance.

1.5 Research Hypotheses

The hypothesis for the study is stated below and its null forms are:

H₀₁: There is no significant relationship between affective commitment and organisational performance

H₀₂: There is no significant relationship between normative commitment and organisational performance.

H₀₃: There is no significant relationship between continuous commitment and organisational performance.

1.6 Significance of the Study

The findings from this study will help to highlight those areas where there are problems among staff and thus will be of great benefit to the authorities of higher institutions and the policy makers in various organisations. The results of this study would hopefully be significant in the sense that it would enable both the management of universities to better understand how the various motivational factors could be harnessed to inspire staff to increase and sustain performance.

The finding from the study will help to reveal the impact of employee commitment in an organisation.

The findings from this study would help to further highlight the likely problems of frustrations and how motivation can be used to either reduce or eliminate these problems amongst staff of the organisation (Chicken Republic).

1.7 Scope and Limitation of the Study

This study is primarily concerned with effects of employee commitment on organisational performance. This study/project work covers the Chicken Republic Company, Benin City, Edo state, Nigeria. The researcher encountered some constraints, which limited the scope of the study. These constraints include but are not limited to the following;

- a) Availability of Research Material:** The research material available to the researcher is insufficient, thereby limiting the study.
- b) Time:** The time frame allocated to the study does not enhance wider coverage as the researcher has to combine other academic activities and examinations with the study.

1.8 Definition of Terms

Employee Commitment: Employee commitment can be defined as both a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course.

Morale: Morale refers to staff emotional and mental level of zeal.

Employees: Are the workers in an organisation, working for the accomplishment of the organisational goals. In this study, the employees are those staffs of the organisation, the Chicken Republic, Edo state.

Performance: It is the relationship between the amount of one or more inputs and the amount of outputs from a clearly identified process. That is the outcome performance of an organisation or individual.

Motivation: These are factors (familiarity, concern and driving force), which exist or are provided in a work situation either physically or psychologically which determine the input and Performance level of the worker.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the literature on employee commitment and organisational performance. It discusses issues on poor performance and low yield in organisations due to laxity of employees from different perspectives with the view of giving a theoretical and empirical foundation to the study.

2.2 Organisational Performance

Organisational performance involves the use of resources wisely to avoid wastage. Given by the interaction between organisations and environment, it follows that organisational performance relates to how an organisation reacts, understands and influence to certain environment changes. Unfortunately, people do not want to perform those duties without a concession. For example, they can perform their duties in short time if well planned. Through firm money intending to take unnecessary action and decision such as embarking on research

and development, which may displease the investors who have a short time to stay. Okunola (2018) describes organisation as an entity formed by or comprising a group of people with the aims and objective carrying out some specific functions or performance of responsibilities or the other. Derek (2018) defines performance as the willingness of an individual to carry out the goals and objectives of an organisation. Organisation performance is the ability of group of individuals to achieve certain of specific goals. Effects of business environment on organisational performance. The business environment and its application to work environment is an outcome of his work as director of the institute of social research, university of Michigan, USA. In his book “New Pattern of Management” about high producing supervisors who achieve the highest level of productivity at the lowest production costs with the highest level of employee motivation. In his research work, he indicates that high producing managers tend to build their successful achievement around their interlocking work groups employees whose level of co-operation is sustained through range of business incentive that extend motives and involves the ego and creativity motives.

The research noted that the high producing manager utilized the tool of the classical management work-study while recognizing the aspirations of the employees by encouraging participative approaches. Okunola stressed the important of supportive relationship; management can thus achieve very high productive performance when the employees see their membership of the work group as “Supportive”, that is, when the experience a sense of personal worth, importance and recognition from belonging to the work group. Okunola (2014) is one management philosopher who focused on the differences between individuals and the

class of needs in addition to the market strategy, which include the need for achievement, power and for affiliation. He further related the strength and/or dominance of each need in individual with high need for achievement strive on jobs projects that tax their won skills and abilities. They also set realistic goals and objective for them, such people are usually individualistic and would want to be appraised as to how well they are. However, the greatest disadvantage for those with achievement need is that they tend to be more task-oriented and less concerned with strong power needs to dominate or gain power influence of control over people.

That the motivation managers and supervisors to possess some reasonable degree of all three kinds of needs. However, the dominant need, according to Okunola's findings, is the need for achievement. Nevertheless, his ideas are very important as a contribution to our understanding of business environment how best the concept of achievement need might be applied in practice at the work place, and especially when dealing with young, ambitious employees. Business environment is formed not merely on some sense of objective reality, but on its own perception of reality, business needs to properly taken care of, for profit margin to be accurate. In consonance with this theory, individuals attempt to determine the probability of a measure of expectancy of outcome. The personal outcomes are rewards that organisation can provide like pay increase, promotion, bonus, allowances, level and even relationship with workmates etc, while the expected to such outcomes refers to expectancy, the measure of importance attached to such outcomes or reward is known as valence, the value of which are a result of the attractiveness and the opinion of the beneficiaries about the reward in questions. In order

to improve business environment therefore, managers should improve the skill and motivational level or conditions of the employee. In establishment where promotion is perceived as attractive prospect (valance) by a newly appointed staff, it allows the effective performance of works, it encourages the perception of the workers, which they have toward their job, on 'god fatherism', and his output is discouraged. All efforts directed towards performance do not necessarily lead to reward but it's been ascertain that reward increase the effective performance of employees. The exhibition of negative business environment understanding of course proves to the management the need to control environmental factors by the creation of certain adequate adjustment and motivational incentives. Lack of free environment problems among workers, employers and customers in the organisation allow frustration and negative uncompromising behaviour which are exhibited as apathy, increased, absenteeism, planning and execution of fraudulent acts etc. they become disgruntled, pessimistic, counter-productive and develop defensive mechanisms. In effect, workers indulge in acts and practices that jeopardize and negate the attainment of organisational goals.

The managers should work out the appropriate plans that would enable the workers to be highly task-oriented towards the fulfilment of the organisations ultimate goal in his bid to reach personal goals and achieve them. It is here that the worker intensifies goals-oriented action in his pursuits of both company incentives and personal goals. At the attainment of his final goals, the previously aroused tension reduces and fails completely. Thus, a continuous exhibition of the same incentive package may fail to elicit further favourable and positive behaviour from the same person. There the manager's job is more demanding as he is

expected to know the proper solution to the situation, he might be in the process of achieving the ultimate goals of the organisation.

Organisational performance is defined as how well an organisation meets its financial goals and market criteria. Also, Haworth, (2007) stated that organisational performance is the outcome of several business factors such as, job processes, team work communication and relations, leadership, and job climate that induce innovation, creativeness, company culture and its image, policies, and loyalty. Chen (2002) stated that organisational performance is the “transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness).

According to Richard (2009) organisational performance consists of three precise domains of the organisation outcomes: (1) financial performance (income, return on assets, and return on investment) (2) product market performance (sales, market share) and (3) shareholder return (total shareholder return, economic value added). Additionally, Andrews, (1996) said that there are two ways to measure the organisational performance: financial (net earnings and returns on investment), nonfinancial (product quality, work processes, and customer satisfaction). Furthermore, Niknia, (2007) stated that organisational performance can be measured from financial and non-financial criteria.

2.2.1 Employee Commitment

The concept commitment has grown in popularity in the literature on industrial and psychology (Cohen, 2003). Early studies on commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday & Boulian, 1974). According to Porter et al (1974) an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organisation. Porter et al (1974,) further describes commitment as “an attachment to the organisation, characterized by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf”. Individuals consider the extent to which their own values and goals relate to that of the organisation as part of organisational commitment; therefore, it is considered to be the linkage between the individual employee and the organisation.

Another perspective on commitment is the “exchanged-based definition” or "side-bet" theory (Becker, 1960; Alluto, Hrebiniak & Alonso, 1973). This theory holds that individuals are committed to the organisation as far as they hold their positions, irrespective of the stressful conditions they experience. However, should they be given alternative benefits, they will be willing to leave the organisation. Mowday, Porter and Steers (1982) support the “side-bet” theory by describing commitment as a behaviour "relating to the process by which individuals become locked into a certain organisation and how they deal with this problem". This behavioral aspect of organisational commitment is explained through calculative and normative commitments. The calculative or normative perspective refers to an employee's

commitment to continue working for the organisation based on the notion of weighing cost benefits of leaving an organisation (Hrebiniak & Alutto, 1972). Wiener and Vardi (1980, p 90) describe organisational commitment as “behavioral intention or reaction, determined by the individual's perception of the normative pressure”.

Organisation commitment can be defined as affiliation of employees to the organisation and involvement in it. In general, there are three dimensions of commitment which are continuance commitment, affective commitment and normative commitment (Allen and Meyer, 2011). According to them commitment can be seen as an affective point of reference towards the organisation (affective commitment), acknowledgement of the consequences of leaving the organisation (continuance commitment), and an ethical responsibility to stay with the organisations (normative commitment). All these types are independent in nature and are shown by individuals at different levels in an organisation (Meyer & Allen, 2017).

(Porter, 2014) defined the organisational commitment as believing and accepting the goals and values of the organisation and possessing and showing desire to be part of it. Committed employees show strong intentions to serve their organisations and are low at their intentions to leave (Hunt and Morgan, 2002; Robbins & Coulter, 2003; Mowday, Steers). (Gbadamosi, 2003) contends that the more favourable an individual's attitudes toward the organisation, the greater the individual's acceptance of the goals of the organisation, as well as their willingness to exert more effort on behalf of the organisation. Mathieu and Zajac (2000) believe that developing a better perception of the progression associated with organisational commitment has an effect on employees, organisations and the world in general.

The level of employees' organisational commitment will possibly ensure that they are better suited to receiving both extrinsic rewards (which include remuneration and benefits) and psychological rewards (which include job satisfaction and associations with fellow employees) related to associations. Organisational commitment is generally assumed to reduce abandonment behaviours, which include tardiness and turnover. In addition, employees who are committed to their organisation may be more willing to participate in 'extra-role' activities, such as being creative or innovative, which frequently guarantee an organisation's competitiveness in the market (Katz & Kahn 2018). Emotional attachment to the objectives and values of an organisation is commitment (Buchanan 2014).

Organisational commitment is the aggregate internalized normative demands to perform in a manner which meets organisational objectives and interests (Wiener,2012). A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job (Robbins 2013). If job satisfaction is absent and other work opportunities present, turnover could well increase (Martins & Coetzee 2007). Individuals who earn more are not necessarily more satisfied in their jobs (Spector 2008). An immediate supervisor's behaviour is also a determinant of job satisfaction (Spector 1997). Employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them (Robbins 2003).

Employee dissatisfaction may result if an employee perceives that their efforts are not recognized or that their rewards are not equitably tied to their performance or tailored to their needs (Robbins 2003). According to Ghazzawi (2008), an employee's coworkers, the groups they belong to, and the culture to which an individual is exposed all have the potential to influence job satisfaction. Somersl and Birnbaum (2008) studied the relationship of career commitment to performance effectiveness and reported a positive relationship. Jackofsky (2004), found out that low commitment is leading to high rate of turnover, whereas higher the level of job satisfaction through job security entails high level of organisational commitment which further leads to improved employees job performance (Yousuf, 2008).

Commitment of employees can be an important instrument for improving the performance of the organisations. In most of the organisations the high rate of stress leads to lower satisfaction and in turn produces very low organisational commitment (Elangovan, 2001). A study conducted by Chughtai and Zafar (2006) among university teachers of Pakistan concluded that highly committed teachers outperform vis-à-vis uncommitted teachers. Shore, Barksdale and Shore (1995) studied 231 managers and 339 subordinates in multinational firms in United States and found that affective commitment and job performance are positively correlated. A study carried out by Chen, Silverthorne and Hung (2006) indicated a positive relationship between organisational communication, organisational commitment and job performance. Clarke (2006) studied the commitment and network performance in UK based health care units and found that commitment may play a significant role specifically with performance outcomes.

Rashid, Sambasvani and Joari (2003) studied 202 managers in Malaysian companies and their research findings suggested that corporate culture and organisational commitment are interrelated and both have far reached impacts on the performance. The above literature review reveals that there is some definite relationship exists between organisational commitment and employee's job performance.

2.3 Dimensions of Employee Commitment

Meyer and Allen (1984) initially viewed commitment as two dimensional namely, affective and continuance. Meyer and Allen (2014) defined the first dimension, namely affective commitment as “positive feelings of identification with, attachment to and involvement in the work organisation”, and they defined the second dimension, namely continuance commitment as “the extent which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving”.

After further research, Allen and Meyer (1990) added a third dimension, namely normative commitment.

Allen and Meyer (1990) define normative commitment as “the employee's feelings of obligation to remain with the organisation”. Consequently, the concept organisational commitment is described as a tri-dimensional concept, characterized by the affective, continuance and normative dimensions (Meyer & Allen, 2017).

Common to the three dimensions of organisational commitment is the view that organisational commitment is a psychological state that characterizes organisational members' relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation (Meyer & Allen, 2017).

a. Affective commitment

Affective commitment is an employee's emotional attachment to the organisation. Employees with higher affective commitment are likely to volunteer to work extra apart from the responsibilities given (Wood, 2018). According to Tremblay, Hill, & Aubé, (2017) organisational commitment is a belief and acceptance of organisational goals and values, strong achievement and desire to maintain organisational membership. Whereas according to Demirtas & Akdogan (2015) affective commitment as emotional, attachment, identification, and involvement in the organisation, affective commitment refers to the feeling of belonging and sense of indifference to the organisation. Organisational commitment can grow because individuals have emotional ties to the organisation which include moral support and acceptance of the values that exist in the organisation and determination in serving the organisation (Amin et al., 2018). Organisational commitment is multi-dimensional, therefore Lapointe, (2011) distinguishes the form of organisational commitment divided into three components, specifically affective commitment maybe is something related to emotional attachment, and the involvement of individuals in an organisation, individuals who have strong affective commitment will continue to work in the organisation because they really want to do that. Employees' perceptions of the loss they will face if they want to die from the

organisation, so employees will consider the advantages and disadvantages if they want to continue to join the organisation. Individuals who work based on continuance commitment will survive in the organisation because they need to do this and there is no other choice. Normative commitment is the individual's feelings about the obligations he must give to the organisation, because these actions are the right things to do. This means that individuals with high normative commitment will feel that they are obliged to (ought to) survive in the organisation where they join. Commitment is the individual's desire to remain as a member of the organisation, received a goal espoused values of the organisation and it is realized with terms of service. Their commitment to good organisation of the individual will have positive impact on the outcome of both the organisation and the reduced intensity of members to leave the organisation. Kartik et al., (2017) stated that affective commitment provides a strong effect directly on the intention to leave the organisation. If the affective commitment is high, then the intention to organisations is also low. Individuals who have the dedication and loyalty to the organisation is also determined by the commitment of affective or emotional attachment to the organisation. (Sultan, 2017).

b. Continuance commitment

Meyer and Allen (2017: define continuance commitment as awareness of the costs associated with leaving the organization. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation. The next component of affective commitment on performance model by Allen and Meyer (2010) is continuance commitment. This commitment involves

employees who joined an organisation and committed to stay with the organisation due to lack of alternative or knowledge of the cost related with leaving the organisation (Dixit & Bhatti, 2012). Continuance commitment involves employees believe with respect to the costs related to exiting the organisation (Nawab & Bhatti, 2011). Continuance commitment is on the costs and benefits associated to stay or exit the organisation. Continuance commitment involves rational calculation that exiting the organisation could have exorbitant price on employee (Khashefi et al., 2013). Continuance commitment encompasses individual's assessment on whether the cost of quitting the organisation is higher than the costs of remaining (Jaros, 2007). Therefore, employees who recognize the costs of quitting the organisation as higher than the costs of remaining usually stay (Quagraine, Adu, Ashie, & Opoku, 2019) because continuance commitment is based on the supposed cost i.e. both economic and social, of quitting the organisation (Jaros, 2007). Continuance commitment is cost-based and is grounded upon a value employee derives from the organisation in relation to the costs of quitting the organisation. With this form of commitment, employee remains to evade losing something of value (income, benefits, seniority). Individuals with higher continuance commitment remain due to feelings that they have little choice (Tolentino, 2013).

c. Normative commitment

According to Meyer and Allen (2011) see also affective, continuance, and normative commitment are distinguishable components of commitment. Results of confirmatory factor analyses.

Employees who have a strong affective commitment continue to do work with the organisation because they are willing to do so. Employees with continuance commitment remain with the organisation because they want to do so. Employees with a high level of normative commitment stay with the organisation because they believe they ought to remain it. Whitener and Waltz (1993), Somers (1995) and Jaros (1997) have studied and proved that affective commitment is positively connected with employee commitment. According to Pric and Mueller, (2011) where there is a high level of employee commitment, there will be low turnover and employees will perform better with less absenteeism. There is certain things that can be really affect employee commitment like: work load, less acknowledgement and less compensation. Commitment as the enhanced functional and operational performance includes quality as the main principal (Dorgan, 1962-1989). Epitropaki and Martin, (2005) noted about the positive relationship between the job-related well-being and affective commitment. according to Addae & Wang, (2006) there is a negative relationship between the employee commitment and stress.

Irving and Coleman, (2003) noted about the positive relationship between the stress and continuance commitment. Somers, (2009) has discovered insignificant relationship between the job stress and continuance commitment. Wittig-berman and Lang, (1990) noted about a negative relationship between physical stress and commitment.

Normative commitment (NC) is an individual's desire to retain organisational membership due to the believe that it is morally right to be loyal and stay (Wang, Indridasson, &Saunders,

2010). Employees with normative commitment stay in the organisation due to feelings that they should for moral reasons (Meyer & Allen, 2011). Normative commitment could be influenced by many factors that is relationship, religion, etc. hence when it comes to one's commitment to the organisation he/she feels a moral obligation to the organisation (Folorunso, Adewale, & Abodunde, 2014). Therefore, employees with high normative commitment remain based on their opinion (Keshefi et al., 2013). Normative commitment involves employees' perceived obligation to stay in and contribute towards attaining organisation's objectives due to affiliation. Employee reciprocates with higher degree of normative commitment to an organisation that is committed and supportive to its workforce (Nawab & Bhatti, 2011). Normative commitment is a commitment premised on perceived responsibility towards the organisation, usually entrenched in the norms of exchange (Jaros, 2007). Normative commitment is a feeling of responsibility to persist working with the organisation; thus is indicated by employees who stay in an organisation due to the feelings that they suppose to (Meyer, Allen, & Smith, 2013). Rafiei, Amini, and Foroozandeh (2014) argued that individuals who have a higher normative commitment felt the obligation to remain in their organisation. Normative commitment is indicated by employees who stay in an organisation because they feel that they ought to (Meyer et al., 2013). Therefore, normative commitment is obligation-based and is assessed by the employee's feeling that they need to remain in the organisation (Tolentino, 2013). Manion (2004) opined that normative commitment rises from the individual's feelings of obligation to the organisation; hence it

determines how much an individual's values and beliefs concur with the organisation's core values.

2.4 Determinants of Employee Commitment

Numerous factors have been found to inspire commitment. For instance, Ongori (2007) opines that the degree to which employees are committed or loyal to their organisation depends largely on job enrichment, employee empowerment and compensation. Camilleri (2002) investigated some of the major antecedents that contribute in making employees committed to an organisation using regression method and analysis of variance and found that education level, personality and position are significance that determine an individual's level of employee commitment. His findings further revealed that education level and position are significantly stronger for the continuance and normative dimensions of employee commitment while personality is significantly stronger for the continuance and effective dimensions.

Dex and Smith (2001) applied OLS regression of the log commitment scale, a range of co-variance using data from the 1998 Workplace Employee Relations Survey (WERS) conducted in British establishments from October 1997 to June 1998 to model the determinants of the extent of employees' normative or affective commitment to their employer and found that access to some family-friendly policies such as child care and working at home, improved employees' commitment in the private sector but not in the public sector.

Their findings also showed that where employees, but not the employer, thought the organisation had a caring ethos is an important determinant of increased employee

commitment. This implies that employees' commitment is largely determined by the organisational culture, especially towards their family welfare, of the company which they work for and not by the attitude of their employer or supervisor towards them. Lo (2009) examined the relationship between leadership styles (focusing mainly on transformational and transactional leadership styles) and employees' employee commitment in Malaysia using regression analysis and found that transformational leaders are more able to bring in commitment in employees than transactional leaders. Their finding indicates that transformational leaders have a more significant and stronger relationship with employee commitment. This implies that the leaders who give advises, supports, and pay attention to the individual needs of followers will enhance the level of employee commitment of the employees. Avolio, (2004) examined the linkage between transformational leadership and employee commitment by focusing on psychological empowerment and structural distance using a sample of 520 staffs nurses employed by a large public hospital in Singapore. Their findings showed that there is a positive association between transformational leadership and employee commitment revealing that psychological empowerment mediated the relationship between transformational leadership and employee commitment.

Shastri, (2010) examined the relationship between charismatic leadership and employee commitment in Indian organisation with a sample of 147 employees from Eastern and Northern India and found that the two major antecedents (Charismatic leadership and job satisfaction) exert strong effect on employee commitment of the employees of Indian organisation in the study sample. This finding indicates that people tend to be more satisfied if

their leader displays charismatic behaviour which makes them to be more committed to their organisation. Since it was found that leader's sensitivity to member's needs is related to employee commitment, then managers need to be clear about the goals and values of the organisation so as to align them with the needs of the workers. This will help to reduce the high turnover rates being experienced in today's Industrial World.

Akintayo (2010) investigated the impact of work-family role conflict on employee commitment of Industrial Workers in Nigeria using linear regression analysis and t-test and found that there was a significant but negative contribution of work-family role conflict to employee commitment. Based on this finding, Akintayo (2010) recommended that organisational support program needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interface and virtually induced commitment to their jobs.

He further stated that the level of family responsibilities of the workers needs to be considered during recruitment, in assigning responsibilities and placement process in order to foster employee commitment.

2.5 Organisational Commitment and Organisational Performance

Employee productivity is an assessment of the efficiency of an employee or group of employees. productivity may be evaluated in terms of the output of an employee in a specific period of time. This definition explains productivity and discusses about the approaches to improve productivity in the workplace. Managing people at work is an integral part of the

management process. To understand the critical importance of people in the organisation is relatively important as its effectiveness to degree to which achieves organisational goal. commitment is a belief that demonstrates individual's strength of attachment to an organisation (Osa & Amos, 2014).

On the other hand, Dixit and Bhati, (2012) and many academic scholars have proved a positive relationship between employee commitment and productivity. It has been discussed that organisation commitment will lead to behavioral outcomes: lower turnover and higher performance in the past research. Angle and Perry, (1981) have studied and revealed a negative relationship between turnover intentions and organisational commitment. Also, Konovsky and Cropanzano (2011) revealed that positive relationship between commitment and job performance.

Employees who are committed to their respective organisation are more likely not only to remain with the organisation but are also likely to exert more efforts on behalf of the organisation and work towards its success. therefore, they are also likely to exhibit better performance than the uncommitted employees. employee commitment can improve performance, reduced absenteeism, and turnover thereby resulting in sustained productivity of an organisation.

Mowday, Porter and Steers, (2012) have shown commitment to organisation is positively related to such desirable outcomes as motivation and according to Mathieu better attendance.

According to Meyer and Allen, (2017) committed employees are perceived to be staying with the organisation even in the turbulent times, attend work regularly, protect organisations' assets and share its' goals. hence, employee commitment is an important factor to sustain productivity. Committed employees give a big contribution to organisations because they perform and behave on achieving organisations' goals. Furthermore, workers who are committed to their organisation are happy to be members of it, believe in and feel good about the organisation and what it stands for, and intend to do what is good for the organisation (George and Jones, 2006). Thus, we could say that there is any relationship between organisational commitment and job performance. However, surprisingly, previous research suggested that organisational commitment is largely unrelated to job performance (Mathieu & Zajac, 2000). In addition, organisational commitment refers to the psychological attachment of workers to their workplaces. Commitment to organisations is positively related to such desirable outcomes as job satisfaction (Bateman & Stasser, Mowday, Porter, & Steers, 1982), motivation (Mowday, Steers, & Porter, 2009), and attendance and negatively related to such outcomes as absenteeism and turnover (Cotton & Tuttle, 2006). Also, Horton stated that stronger commitment could result in less turnover and absenteeism, thus increasing an organisation's productivity. However, the relationship between organisational commitment and job performance is more tenuous (Becker, Billings, Eveleth, & Gilbert, 2006). For instance, Mathieu and Zajac's (1990) Meta analysis showed that the confidence interval around the mean. Correlation between organisational commitment and performance included zero. Thus, they concluded "commitment has relatively little direct influence on performance

in most instances" (2009). Because organisational commitment is an important determinant of the experience work and central to understanding and managing organisational behaviour (George & Jones, 2006).

a. Affective Commitment and Organisational Performance

The organisational structure is developed such that it would positively contribute to the organisation's overall effectiveness. Robbins and Coulter (2001) as cited in Avdelidou-Fischer (2015) stressed the importance of measuring organisational effectiveness and emphasized how vital an organisational structure is since it is the vehicle through which managers can coordinate the activities of the various functions or divisions to exploit fully their expertise and capabilities". Avdelidou-Fischer (2015) further indicated that an organisational structure is simply the process by which organisations formally divide, group, and coordinate job tasks. For any organisation to be effective and efficient, its organisational structure needs to be in line with the organisation core objectives. A study conducted by Khaleghi. (2013) indicated that "an organisational structure plays a crucial role in the success of an organisation. Khaleghi (2013) further stated that a successful organisation normally uses a horizontal and less complicated structure.

b. Normative Commitment and Organisational Performance

Normative commitment is continuing with the organisation performance due to burden of moral obligations (Manion, 2004; Meyer & Allen, 2004). It also reflects the extent to which an employee's perceptions are aligned to the basic values of an organisation. A convincing

relation exists between normative commitment and Performance (Meyer & Allen, 2004). Organisational Performance is measured differently according to the context and objectives of the studies. Often it is measured with financial performance. Organisational performance in the current study means the financial performance of the firms, involving parameters of return of assets (ROA), return of investment (ROI), growth (deposits & advances for banks), premium, products offered and value of the firm. These parameters were adopted in various studies (see Channar, Talreja, & Bai, 2015; Alrawabdhhi 2014). Organisational performance depends on individual performance (Miller, 2016). Organisational performance was used as dependent variable by majority of the studies (Singh & Gupta, 2016). The current study also used organisational performance as a dependent variable for measurement. Organisation essentially needs to keep increasing its productivity. For the achievement of this, three factors are required like, human work force, financial investment and effective strategy. Among the three, human resource is the most important. Without committed and skilled human resource, the achievement of organisation goals is not possible (Ting et al., 2009).

c. Continuance Commitment and Organisational Performance

Continuance commitment is based on costs and employees don't turn over due to the fear of losing pay and pension. They continue working with organisation because they need to continue for economic reasons (Allen & Meyer, 1990). This type of commitment is based on the benefits that employees' get from an organisation. Employee work hard to avoid losing anything of value (Meyer & Allen, 2004). Organisations get their work accomplished through employees who perform continuous tasks. Therefore, in order to improve the performance of

organisations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organisation as they may need little or no supervision to accomplish the tasks assigned to them (Brown et al. Taylor, 2011). John & Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organisational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organisational objectives. This is due to the fact employees want to be part of an organisation that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). Brown & Taylor (2011) argued that committed employees remain within the organisation therefore saving the organisation of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer satisfaction due to discontinued service delivery (Scott, 2007). Jaw and Liu (2004), argue that commitment is a human relation idea as well as a generator of energy that activates the human brain. When employees are not committed, the implementation of new ideas and initiatives will not be easy. John and Elyse (2010) define commitment as a psychological state that holds the employees to the organisation. It is binding force that is felt in different ways including: an affective attachment and sense of involvement with the object, a felt duty to the target, and a knowledge of the costs that will be incurred if involvement with the target is discontinued (Conway and Monks, 2002). In general,

employee commitment can be conceptualized into three components including: normative commitment, affective commitment and continuance commitment (Hurter, 2008). Normative commitment reflects an employee's feeling of obligation to continue working with the organisation because they believe it is right to be loyal to, and to continue staying in the organisation (Conway and Monks, 2002). Staff dedication to the work place is linked with an employee's obligation to their work though it is closely related to that affectionate an employee feels about their work (Shapiro, 2006).

2.6 Theoretical Framework

Two theories relating to employee commitment are related below:

2.6.1. The Side-Bet Period

The primal thinking is based on Howard Becker's (1960) conception that defined employee commitment as the side-bet theory. This approach was one of the earliest attempts to study a comprehensive conceptual framework about employee commitment from perspective on the individual's relationship with the organisation.

According to Becker's theory, the relationship between employee commitment and organisation are based on the "contract" of economic exchange behaviour, committed

employees are committed because they have totally hidden or somewhat hidden investments, “side-bets,” they have made by remaining in a given organisation. If someone left, the investments of “side-bet” will be claimed hardly. The term “side-bets” refers to the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organisation. Becker’s approach claimed that a close connection between employee commitment and employees’ voluntary turnover behaviour exist.

In fact, it identifies employee commitment as a major predictor in the explanation of voluntary turnover. This contention was supported by later research that followed Becker’s theory.

According to these studies, commitment should be measured by evaluating the reasons, if any, that would cause a person to leave his organisation. While the side-bet theory was abandoned as a leading commitment theory, the close relationship between employee commitment and turnover as advanced by Becker affected most of the later conceptualization of commitment and established turnover as the main behaviour that should be affected by employee commitment. The influence of the side-bet approach is evident in Meyer and Allen’s Scale (1991), which might be named as the continuance commitment. This scale was advanced as a tool for the better testing of the side-bet approach and is one of the three dimensions of employee commitment outlined by Meyer and Allen (1991).

2.6.2. Middle Affective-Dependence Period

The second period of employee commitment was advanced by Porter et al. (1974). The focus of commitment shifted from tangible side-bets to the psychological attachment one had to the organisation. The affective dependence school attempted to describe commitment as a kind of attitude-centered but “economic contract”.

Employee’s retention does not only come from economic factors but also affective influence and the later maybe more significant. Accordingly, commitment was defined by Porter and his followers as the relative strength of an individual’s identification with and involvement in a particular organisation (Mowday, Steers and Porter, 1979). Then they claimed employee commitment was combined with three parts: “Strong Acceptance”, “Participation” and “Loyalty”.

The exchange theory was established as the main explanation for the process of commitment (Mowday, Porter & Steers, 1982). They advanced commitment as an alternative construct to job satisfaction and argued that commitment can sometimes predict turnover better than job satisfaction. Commitment was characterized by 3 related factors (Mowday, 1979):

- a. A strong belief in and acceptance of the organisation’s goals and values.
- b. A willingness to exert considerable effort on behalf of the organisation.
- c. A strong desire to maintain membership in the organisation.

However, although Porter and his colleagues had contributed for commitment’s evolution, they still continued with one of the basic assumptions of Becker’s theory, namely, the strong

ties between commitment and turnover and following the one-dimensional guidance. Based on the approach of Porter, Steers, Mowday, Boulian operated the famous OCQ (Employee Commitment Questionnaire) which combined 15 items. It followed the three-dimensional definition and met satisfied reliability.

In addition to the items that reflect the attitudinal notion of commitment, the OCQ included items that refer to what O'Reilly and Chatman (1986) termed the consequences of commitment. Critics of the OCQ would argue that some of the items of the scale deal with turnover intentions or with performance intentions and that all of the statements are more reflective of behavioural intentions than attitudes (O'Reilly and Chatman, 1986). To overcome the limitation of OCQ, O'Reilly and Chatman (1986), Meyer and Allen (1984) extend it into multi-dimension model respectively. Due to the criticism of the scale, whether justifiable or not, the need for an alternative to the OCQ became evident, with the call coming from two sources. One of them was the O'Reilly and Chatman (1986) approach that was specifically advanced as a conceptual and operational alternative to the OCQ.

2.7 Empirical Review

Employee commitment seems to be a crucial factor in achieving organisational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organisation. They seem to be more concerned with personal success than with the success of the organisation as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term

members of the organisation. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organisation see themselves as an integral part of the organisation. Anything that threatens the organisation is an imminent danger to them as well. Such employees become creatively involved in the organisations mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organisation as if the organisation belongs to them.

The relationship between employee commitment and workers' performance has been studied under various disguise. Khan, (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance.

Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organisational productivity. Habib, (2010) investigated the inter-dependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). They found that employees having greater

employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work.

Ali, (2010) found that there is positive relationship between corporate social responsibility and employee commitment as well as between employee commitment and organisational performance. They therefore concluded that organisations can improve their performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

Akintayo (2010) has defined employee commitment as the degree to which the employee feels devoted to their organisation. according to (h, 2007) employee commitment is the affective response to the whole organisation and the degree of attachment or loyalty employee feel towards the organisation.

Zhenget al. (2010) has simply defined it as employees' attitudes to organisation. employee commitment is crucial factor in achieving organisational success. employees with low level of commitment will only do work. This kind of employees do not put their hearts into their work as well as to the mission of the organisation. They are more concerned with their personal success rather than organisational success. Employees who have less committed are also more likely to look at themselves as outsiders. they always seek alternative jobs. Once they get better jobs, they resign and go. Employees with high commitment to an organisation see themselves as an integral part of the organisation. Such employees become creatively

involved in their works as well as in the organisational goals and mission. They also work for the organisation as if the organisation belongs to them.

According to the porter (1974) it is necessary for every organisation to have full level of its employee commitment in order to have outstanding performance on long term basis. Mowday, porter, and steers (1982) define, currently employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove themselves to be one of the best among all others. Increase in commitment level of employees in organisation increases the performance of their employees ultimately. As Abelson (1976) stated, in past, organisations provide job security to its employees to improve their commitment level in the organisation and to improve their productivity. Higher level of employee commitment in the organisation for individual projects or to the business is assumed as a major reason for better employee performance that leads to organisational success. Also, the employee performance can be increased when the employees are more satisfied with their job and duties as well.

Mowday, Porter and Steerr 1982) has shown that mostly employee satisfaction is depend on the rewards system, the organisational culture and employee knowledge sharing. Becker (1960) expressed that continuous research on employee commitment and its effect on employees, efficiency and organisational performance are being done since four decades. Meyer and Allen (1997) investigated and classified employee commitment into three groups namely:

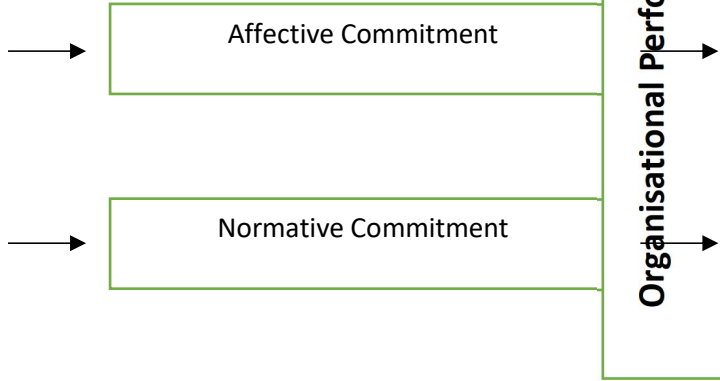
2.8 Conceptual Framework

The first is the attitudinal commitment and the other is the behavior commitment. The attitudinal commitment emerges from the relationships between the employee and the organisation centers on what the employees think about their organisation. According to Grusky (2006), attitudinal commitment represents the individual's identification with a specific organisation and the organisations goals, his/her willingness to continue to work in the organisation to facilitate reaching these goals and the employees' emotional commitment to a social system. Allen and Meyer's (2010) work revealed the differences in the attitudinal commitment definitions, developed a measure for each and showed that each and every one of these measures has different relationships with the previous works. Meyer and Allen (2011) treat organisational commitment in three groups; affective-emotional, continuance and normative commitment. This mode of classification is still valid today and is still considered to be fundamental in the commitment studies.

Diagrammatic Representation Showing the Relationship between Employee Commitment and Organisational Performance



Organisational commitment



Dependent Variable

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter described the methodology used in this research investigation. The methodology includes research design; population; sample and sampling technique; the research instrument, operationalization and measurement of variables; sources of data; validity and reliability of the research instrument and method of data analysis.

3.2 Research Design

The study adopted survey research design because the sampled elements and the variables under investigation were observed without any attempt to control or manipulate them. Agbonifoh and Yomere (1999) stated that the purpose of this design was to understand and predict some aspects of the behavior of the population under investigation.

3.3 Population of the Study

The population of this study comprised 2000 Chicken republic Staff in Benin City. The choice was based on accessibility, representativeness and premised on the fact that it will represent the needed scale to answer the research questions.

3.4 Sample Size and Sampling Technique

A Sample size is the number of observations used for determining the estimates of a given population (Neuman, 2006). Sample size is a portion or subset of the population. The convenience sample technique was used to select two hundred (200) respondents from

chicken republic staff in Benin City. Yamane (1974) formula which is scientific was adopted for this study since the population was finite and was known. Yamane (1974) formula is specified as:

$$n = N / \{1 + N (\epsilon^2)\}$$

Where:

n denotes the sample size

N is the target population

ϵ is the precision error 45

$$n=N/\{1 + N (\epsilon^2)\}$$

When N=2000, $\epsilon = 0.05477$ (Approximately 5%)

$$n = 2000 / (1 + 2000 \times 0.05477^2)$$

$$= 2000 / (9.9992587)$$

$$= 200.0222$$

Approximately = 200

Hence sample size(n) = 200 respondents

ϵ is the precision error.

This study used a precision error of 0.05477 (5.477%), approximately 5%.

3.5 Research Instrument

Structured questionnaire was used to obtain data from the respondents. The questionnaire consists of statements measuring the variables of interest. The questionnaires were divided in two sections. Section A comprised question on the personal information of the respondents

while section B comprised of questions on the independent variable (social media) and dependent variable (consumer buying behaviour) respectively.

3.6 Sources of Data

The study used primary data as the main source of information. This was based on the information obtained from the responses received through the questionnaire administered to the sampled employees in the selected faculty in University of Ugbowo Benin City Edo State.

3.7 Validity and Reliability of the Research Instrument

To ensure the validity of the questionnaire used, experts were consulted (supervisor) to look at the items on the questionnaire in relation to its ability to achieve the stated objectives of the research, level of coverage and logicity for the intended respondents. A pilot study was conduct by administering a sample questionnaire to 20 respondent whose background was similar to the final study's population. The primary aim of the test was to ensure that the various kills demonstrated the appropriate levels of reliability. The pilot study also indicated to the researcher an estimate of the actual response rate. Furthermore, the pilot study identified difficulties that respondents could face when completing the questionnaire in establishing the reliability of the instrument, Cronbach's alpha was used. This is because Cronbach's alpha measures in internal consistency of instruments. It is also suitable for the instrument that has not been standardised prior to the research. Reliability is acceptable if the items yielded a reliability coefficient of 0.70 and above, (Frankel & Wallen 2000). In this case, the instrument was considered reliable at 0.73.

3.8 Method of Data Analysis

This study employed both descriptive and inferential statistics in analysing the data obtained. The descriptive statistics used include frequency distribution, mean and standard deviation. t test will be used as an inferential statistic to test the research hypotheses. All hypotheses were tested at 5% level of significance. Statistical Package for Social Science (SPSS 25.0) software was as platform used for all the analyses.

CHAPTER FOUR

PRESENTATION, ANALYSES AND INTERPRETATION

4.1 Introduction

The chapter focused on presentation and interpretation of data obtained from the respondents. The data obtained from structured questionnaire distributed to different companies under investigation. Descriptive statistics such as frequency tables, means, standard deviation and percentages were used for analyses. The hypothesis was tested using a t test.

4.2 Respondents' Demographics

The demographic variables of respondents examined in this study include gender, age, tenure (Year of experience), educational qualification and hierarchical level. The result is as presented in Table 4.1:

Table 4.1

Items	Frequency	Percent (%)	Cumulative Percent
Gender of Respondents			
Male	75	37.5	37.5
Female	125	62.5	100.0
Total	200	100	
Age Distribution			
18 – 30 Year	55	27.5	27.5
31 -40 Years	131	65.5	93.0
41 -50 Years	13	6.5	99.5

Items	Frequency	Percent (%)	Cumulative Percent
51 Years and Above	1	0.5	100.0
Total	200	100	
Marital Status			
Single	56	28.0	28.0
Married	137	68.5	96.5
Divorced/Separated	3	1.5	98.0
Widowed	4	2.0	100.0
Total	200	100	
Tenure (Years of Experience)			
1- 5 Years	26	13	13.0
6 -10 Years	133	66.5	79.5
11 -15 Years	30	1.5	94.5
16 -20 Years	10	5.0	99.5
21 Years and Above	1	0.5	100.0
Total	200	100	
Educational Qualification			
SSCE/OND/NCE	36	18	18.0
HND/BSc	138	69.0	87.0
M.Sc/MBA/Others	26	13.0	100.0
Total	200	100.0	

Source: Researcher's Computation (2018)

Gender of Respondents: The results in Table 4.1 shows that 75 (37.5%) of the respondents were male while 125 (62.5%) were female. This implied that majority of the respondents sampled for the study were female.

Age Distribution: The age distribution indicated that majority of the sampled respondent's age (131, 65.5%) falls between 31-40 years of age. This was followed by respondents in the age group of 18-30 years (55, 27.5%). Age between 41-50 years falls within (13, 6.5%) while respondent age that falls within 51 and above years were (1, 0.5%). Those respondents whose age falls within 31-40 years were the majority in the study.

Marital Status: The marital status of the respondent indicated that the majority of the respondent were married with 137 (68.5%) while single accounted for 56 (28%). The divorced/separated with 3 (1.5%). This implied that majority of the respondents sampled for the study were married.

Tenure of Experience: The tenure of experience of respondents were measured based on higher order; 1-5 years accounted for (26, 13%); 6-10 years were (133, 66.5%); 11-15 years of working experience were (30, 1.5%), 16-20 years were (10, 5%) while 21 and above accounted for (1, 0.5%) of working experience. This therefore implied that majority of respondents whose tenure of experience falls within 6-10 years were the highest sampled respondents for the study.

Educational Qualification: The level of educational qualification of the respondent indicated that majority of the respondents have HND/B.Sc with (138, 69%). Those with

SSCE/OND/NCE were (36, 18%) and M.Sc and others were 36 (13%). Larger percentage of the respondent has HND/B.Sc.

SECTION B

Table 4.2: Impact of affective commitment on organisational performance

S/N	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Affective commitment enhances commitment	56(28%)	68(34%)	30(15%)	46(23%)
2	Employees commitment determines organisational performance	75(37.5%)	81(40.5%)	6(3%)	38(19%)
3	Employees commitment significantly improve organisational performance	84(42%)	92(46%)	8(4%)	16(8%)
4	There are equal opportunities for all employees.	67(33.5%)	97(48.5%)	13(6.5%)	23(11.5%)
5	The benefits the employee derive are better than those offered by other companies	6(3%)	38(19%)	75(37.5%)	81(40.5%)

Source: Researcher's Compilation (2022).

From the data collected, it is seen that in item 1, 56(28%) of the respondents strongly agreed, 68(34%) of the respondents agreed, 30(15%) of the respondent disagree and 46(23%) strongly disagree. This clearly indicates that majority of the respondents agreed affective commitment enhances commitment. Item 2, 75(37.5%) of the respondents strongly agreed, 81(40.5%) of the respondents agreed 6(3%) of the respondent disagree while 38(19%) strongly disagree. This clearly indicates that majority of the respondents agreed that determines organisational performance. Item 3, 84(42%) of the respondents strongly agree, 92(46%) of the respondents agreed, 8(4%) of the respondent disagree while 16(8%) strongly disagree. This clearly

indicates that majority of the respondents agree that employees' significant chances for advancement in their work. Item 4, 67(33.5%) of the respondents strongly agree, 97(48.5%) of the respondents agreed 13(6.5%) of the respondent disagree while 23(11.5%) strongly Disagree. This clearly indicate that majority of the respondents agreed to the assertion that There are equal opportunities for all employees. Item 5, 6(3%) of the respondents strongly agree, 38(19%) of the respondents agreed 75(37.5%) of the respondent disagree while 81(40.5%) strongly disagree. This therefore means that majority of the respondents disagreed to the assertion that they benefit they derive are better than those offered by other companies.

Table 4.3: Normative commitment and how it affects organisational performance

S/N	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
6	Staff motivation aids commitment	85(42.5%)	70(35%)	25(12.5%)	20(10%)
7	Exploitation by employers causes staff Laxity	89(44.5)	41(20.5%)	14(7%)	29(14.5%)
8	Incentives and remunerations increase employee commitment to work	53(26.5%)	96(48%)	15(7.5%)	36(18%)
9	Positive Re-Enforcement is technique used as a means of motivating workers to productivity.	41(20.5%)	89(44.5)	21(10.5%)	38(19%)
10	Welfare schemes by the organisation, motivate workers commitment	93(46.5)	61(30.5%)	14(7%)	29(14.5%)

Source: Researcher's Compilation (2022).

From the data collected, it is seen that in item 6, 85(42.5%) of the respondents strongly agreed, 70(35%) of the respondents agreed, 25(12.5%) of the respondent strongly disagree and 20(10%) strongly disagree. This clearly indicates that majority of the respondents strongly agreed that Staff motivation aids commitment. Item 7, 89(44.5) of the respondents strongly agreed, 41(20.5%) of the respondents agreed 14(7%) of the respondent disagree while 29(14.5%) strongly disagree. This clearly indicates that exploitation by employers causes staff laxity. Item 8, 53(26.5%) of the respondents strongly agree, 96(48%) of the respondents agreed, 15(7.5%) of the respondent disagree while 36(18%) strongly disagree. This clearly indicates that majority of the respondents agree that Incentives and remunerations increase employee commitment to work. Item 9, 41(20.5%) of the respondents strongly agreed,

89(44.5) of the respondents agreed 1421(10.5%) of the respondent disagree while 38(19%) strongly disagree. This clearly indicates that majority of the respondents agreed that positive re-enforcement is a technique used as a means of motivating workers to productivity. Item 10, 93(46.5) of the respondents strongly agree, 61(30.5%) of the respondents agreed, 14(7%) of the respondent disagree while 29(14.5%) strongly disagree. This clearly indicates that majority of the respondents strongly agree that Welfare schemes by the organisation, motivate workers commitment.

Table 4.4: Continuous commitment and how it affects organisational performance

	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
11	Organisational commitment creates an impact among the workers of chicken republic	84(42%)	92(46%)	6(3%)	14(7%)
12	Organisational goals and those of its employees create a high commitment workforce	84(42%)	92(46%)	8(4%)	16(8%)
13	Leadership style plays an important role in the motivation of workers to performance	61(30.5%)	81(40.5)	19(9.5%)	39(19.5%)
14	The style of leading adopted by a manager can affect the performance of the subordinates	51(25.5%)	85(42.5%)	15(7.5%)	49(24.5%)
15	Monthly allowance and regular payment of salaries to employees does not necessarily increase their performance	87(43.5%)	89(44.5%)	7(3.5%)	17(8.5%)

Source: Researcher's Compilation (2022)

From the data collected, it is seen that in item 11, 84(42%) of the respondents strongly agreed, 92(46%) of the respondents agreed, 6(3%) of the respondent disagree and 14(7%) strongly disagree. This clearly indicates that majority of the respondents agreed that organisational commitment creates an impact among the workers of chicken republic. 12, 84(42%) of the respondents strongly agreed, 92(46%) of the respondents agreed, 8(4%) of the respondent disagree while 16(8%) strongly disagree. This clearly indicates that majority of the respondents agreed organisational goals and those of its employees create a high commitment workforce. Item 13, 61(30.5%) of the respondents strongly agree, 81(40.5) of the respondents agreed, 19(9.5%) of the respondent disagree while 39(19.5%) disagree. This clearly indicates that majority of the respondents agree that Leadership style plays an important role in the motivation of workers to performance.14, 51(25.5%) of the respondents strongly agreed, 85(42.5%) of the respondents agreed, 15(7.5%) of the respondent disagree while 49(24.5%) strongly disagree. This clearly indicates that majority of the respondents agreed the style of leading adopted by a manager can affect the performance of the subordinates. Item 15, 87(43.5%) of the respondents strongly agree, 89(44.5%) of the respondents agreed, 7(3.5%) of the respondent disagree while 17(8.5%) disagree. This clearly indicates that majority of the respondents agree monthly allowance and regular payment of salaries to employees does not necessarily increase their performance.

H₀₁: There is no significant relationship between affective commitment and organisational performance

Table 4.5: t-test on the relationship between affective commitment and organisational performance

Variable	No Exp.	\bar{X}	SD	Df	t-Cal.	t-Critical	Sig(2tailed)	Decision
Affective commitment	96	7.01	1.19	198	.286	1.964	.771	H ₀₁ Rejected
Organisational performance	104	6.96	1.22					

Table 3 shows that there is significant relationship between affective commitment and organisational performance. The table shows that the calculated value is 0.286 while the critical value is 1.964 at 0.05 alpha level of significance. Therefore, the null hypothesis is rejected. It can be concluded that there is significant relationship between affective commitment and organisational performance.

H₀₂: There is no significant relationship between normative commitment and organisational performance.

Table 4.6: t-test analysis of the significant relationship between normative commitment and organisational performance

Group	N	\bar{x}	SD	Df	t-cal	t-crit	Sig(2tailed)	Decision
normative commitment	96	136.16	22.62	198	4.43	1.96	0.05	Rejected
organisational performance	104	135.51	24.37					

Data in table 5 showed the analysis of t-test difference between the mean scores of normative commitment and organisational performance. The result of the t-test revealed that the calculated t-value of 4.43 is greater than the critical value of 1.96. The null hypothesis is therefore rejected. Thus, there is significant relationship between normative commitment and organisational performance.

H₀₃: There is no significant relationship between continuous commitment and organisational performance.

Table 4.7: t-test analysis of the significant relationship between continuous commitment and organisational performance

Variable	N	\bar{x}	SD	Df	t-cal	t-crit	Sig(2-tailed)	Decision
continuous commitment	96	3.42	0.50	231	4.44	1.95	0.040	H₀₁Rejected

organisational performance	104	3.47	0.50
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Table 9 shows that there is no significant relationship between continuous commitment and organisational performance. The result of the t-test revealed that the calculated t-value of 4.44 is greater than the critical value of 1.95. The null hypothesis is therefore rejected. Thus, there is significant relationship between continuous commitment and organisational performance

Discussion of Findings

It was seen that majority of the respondents agreed that job satisfaction enhances commitment. It was shown that majority of the respondents agree that employee commitment determines organisational performance. It was shown that majority of the respondents agreed that employees' significant chances for advancement in their work. It was shown that majority of the respondents agreed that there are equal opportunities for all employees. This therefore means that majority of the respondents disagreed to the assertion that they benefit they derive are better than those offered by other companies. It was revealed that majority of the respondents disagreed to the assertion that they benefit they derive are better than those offered by other companies. This is in accordance with the work of Dixit and Bhati, (2012) and many academic scholars have proved a positive relationship between employee commitment and productivity.

It was shown that majority of the respondents strongly agreed that staff motivation aids commitment. It was shown that exploitation by employers causes staff laxity. It was shown that majority of the respondents agreed that incentives and remunerations increase employee

commitment to work. It was shown that majority of the respondents agreed that positive reinforcement technique used as a means of motivating workers to productivity. It was shown that the respondents strongly agreed that welfare schemes by the organisation, motivate workers commitment. This is supported by Ongori (2007) opines that the degree to which employees are committed or loyal to their organisation depends largely on job enrichment, employee empowerment and compensation.

It was revealed that majority of the respondents agreed that organisational commitment creates an impact among the workers of chicken republic. It was revealed that majority of the respondents agreed that organisational goals and those of its employees create a high commitment workforce. It was revealed that majority of the respondents agree that leadership style plays an important role in the motivation of workers to performance. It was revealed that majority of the respondents agreed that the style of leading adopted by a manager can affect the performance of the subordinates. It was shown that majority of the respondents agreed that monthly allowance and regular payment of salaries to employees increase employee performance. This is in line with the work of (Wiener,2012). Organisational commitment is the aggregate internalized normative demands to perform in a manner which meets organisational objectives and interests.

It was concluded that there is significant relationship between job satisfaction and employees' commitment.

It was concluded that there is significant relationship between motivation of employees and employees' commitment to work.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

the study focused on employee commitment and organisational performance the specific objectives are to determine the effect of employee commitment in relation to job satisfaction.

to ascertain if whether motivation help improve employees' commitment to work, and, to investigate whether employee's commitment determines organisational performance. This chapter contains the summary of findings, contribution to knowledge, conclusion and recommendations.

5.2 Summary of Findings

The following are the summary of findings for this study. The findings were obtained from the extensive analyses carried out on the responses obtained from the structured questionnaire: It was seen that majority of the respondents agreed that job satisfaction enhances commitment. It was shown that majority of the respondents agree that employee commitment determines organisational performance. It was shown that majority of the respondents agreed that employees' significant chances for advancement in their work. It was shown that majority of the respondents agreed that there are equal opportunities for all employees. This therefore means that majority of the respondents disagreed to the assertion that they benefit they derive

are better than those offered by other companies. It was revealed that majority of the respondents disagreed to the assertion that they benefit they derive are better than those offered by other companies.

It was shown that majority of the respondents strongly agreed that staff motivation aids commitment. It was shown that exploitation by employers causes staff laxity. It was shown that majority of the respondents agreed that incentives and remunerations increase employee commitment to work. It was shown that majority of the respondents agreed that positive reinforcement technique used as a means of motivating workers to productivity. It was shown that the respondents strongly agreed that welfare schemes by the organisation, motivate workers commitment.

It was revealed that majority of the respondents agreed that organisational commitment creates an impact among the workers of chicken republic. It was revealed that majority of the respondents agreed that organisational goals and those of its employees create a high commitment workforce. It was revealed that majority of the respondents agree that leadership style plays an important role in the motivation of workers to performance. It was revealed that majority of the respondents agreed that the style of leading adopted by a manager can affect the performance of the subordinates. It was shown that majority of the respondents agreed that monthly allowance and regular payment of salaries to employees increase employee performance.

It was concluded that there is significant relationship between job satisfaction and employees' commitment.

It was concluded that there is significant relationship between motivation of employees and employees' commitment to work.

5.3 Conclusion

Descriptive survey research design was employed for this study. This design was adopted because it enables the researcher to generate data through the standardized collection procedures based on highly designed research instrument and well-defined study concepts and related variables. The sample size for the study consists of 200 respondents. A questionnaire titled "employee commitment and organisational performance". Data from the questionnaire were analysed using frequency count and simple percentage while the hypothesis were tested using t test. The findings were obtained from the extensive analyses carried out on the responses obtained from the structured questionnaire.

It was seen that majority of the respondents agreed that job satisfaction enhances commitment. It was shown that majority of the respondents agree that employee commitment determines organisational performance. It was shown that majority of the respondents agreed that employees' significant chances for advancement in their work.

It was shown that majority of the respondents strongly agreed that staff motivation aids commitment. It was shown that exploitation by employers causes staff Laxity. It was shown

that majority of the respondents agreed that incentives and remunerations increase employee commitment to work.

It was revealed that majority of the respondents agreed that organisational commitment creates an impact among the workers of chicken republic. It was revealed that majority of the respondents agreed that organisational goals and those of its employees create a high commitment workforce. It was concluded that there is significant relationship between job satisfaction and employees' commitment. It was concluded that there is significant relationship between motivation of employees and employees' commitment to work.

5.4 Recommendations

Based on the findings, the following recommendations are hereby suggested:

The management of companies are advised to hire employees who are likely to become linked to the organisation.

The organisation must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment. If people are not given adequate resources, facilities and training they will not be likely to view the organisation as being committed to them as well.

Organisations should, adopt the humane management practices in order to adequately commit the workforce to the work activities.

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APPENDIX

FACULTY OF MANAGEMENT SCIENCE UNIVERSITY OF BENIN, BENIN CITY

Dear Respondents,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am an undergraduate student in the above-named Department. As part of the requirements for the programme, I am conducting research on Employee Commitment and Organisational Performance. In this regard, you have been duly selected as a member of the sample. I humbly appeal for your maximum co-operation in responding honestly to the questions. All information given will be treated with utmost confidentiality and used solely for research and academic purposes only.

Yours faithfully,

Tonbrapade KOROKORO

SECTION A: PERSONAL INFORMATION

Instruction: Please tick (√) the appropriate option and fill the spaces provided.

- (1) Gender : Male (), Female ()
- (2) Age : 18- 30 years (), 31- 40 years (), 41-50 years (), 51 years and above ()
- (3) Marital Status : Single (), Married (), Divorced / Separated (), Widowed ()
- (4) Tenure (Years of experience): 1-5 years (), 6-10 years (), 11- 15 years (), 16 – 20 years (), 21 years and above ()
- (5) Educational Qualification: SSCE, OND/ NCE (), HND/ B.SC (), M.Sc. & Others ().

SECTION B

Instruction: please indicate the extent to which you agree with the following statements by ticking (√). **Key: SD= strongly disagree, A = Agree, D= Disagree, SA = strongly agree**

S/N	Impact of affective commitment on organisational performance	SD	D	U	A	SA
1.	Affective commitment enhances commitment					
2.	Employees commitment determines organisational performance					
3.	Employees commitment significantly improve organisational performance					
4.	There are equal opportunities for all employees.					
5.	The benefits the employee derive are better than those offered by other companies					
	Normative commitment and how it affects organisational performance					

6.	Staff motivation aids commitment					
7.	Exploitation by employers causes staff Laxity					
8.	Incentives and remunerations increase employee commitment to work					
9.	Positive Re-Enforcement is technique used as a means of motivating workers to productivity.					
10.	Welfare schemes by the organisation, motivate workers commitment					
	Continuous commitment and how it affects organisational performance					
11.	Organisational commitment creates an impact among the workers of chicken republic					
12.	Organisational goals and those of its employees create a high commitment workforce					
13.	Leadership style plays an important role in the motivation of workers to performance					
14.	The style of leading adopted by a manager can affect the performance of the subordinates					
15.	Monthly allowance and regular payment of salaries to employees does not necessarily increase their performance					

