

**EFFECTS OF EMPLOYEE COMMITMENT ON ORGANIZATIONAL PERFORMANCE
(A STUDY OF INNOSON TECHNICAL AND INDUSTRIAL COMPANY LTD).**

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ABSTRACT

This research work examined The Effect of Employee Commitment on Organizational Performance. The objective of the study includes to: identify the relationship between employee commitments and organizational profitability, examine the extent to which employee commitment affects employee turnover. The research method used was the survey research method. The sources of data were the primary and secondary sources of data. The major instrument of data collection was the questionnaire. The population of the study was 225 while the sample size of 144 was determined using the 'Taro Yamane's formula. The data collected were presented in tables using frequencies and simple percentages and analysed using inferential statistics. The hypotheses were tested using the chi-square distribution formula. The findings include that there was positive and significant relationship between employee commitment and organizational profitability, with the hypothesis one testing result showing $cal=52.46 > X^2 tab=(5.99)$. There was significant effect of employee commitment on employee turnover with the hypothesis testing result showing thus: $X^2 cal= 62.36 > X^2 tab =(5.99)$. The researchers concluded that employee commitment is a critical factor in the achievement of organizational success. The recommendations included that the management should establish a cohesive relationship with the employees, so that employees' should see themselves as an integral part of the organization as this will lead to superior performance that will lead to profitability.

INTRODUCTION

Most organizations have realized that the performance of their workers play a vital role in determining the success of their organization (Zheng, 2010). In view of this, it is important for employers and managers alike to know how to get the best from their workers. Ali (2012) opines that one of the antecedent determinants of workers' performance is believed to be employee commitment. Akintayo (2011) notes that one of the reasons why commitment has attracted much research attention is that organizations depend on committed staff to create and maintain competitive advantage and achieve superior performance.

Organizations value employee commitment because it is typically believed to reduce withdrawal behaviour, such as lateness, absenteeism and leaving the organization. These values no doubt appear to have potentially serious consequences for overall organizational performance.

James (2009) posits that employees with sense of employee commitment are less likely to engage in withdrawal behaviour and are more willing to accept change. It is pertinent to note that workers, who show less commitment to an organization, will direct their commitment directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the committed employees are retained. Employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs. In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure.

Committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization (Hunjra, 2010). They provide the intellectual capital that, for many organizations, has become their most critical asset. Moreover, employees who show commitment to the organization and the achievement of their objectives are more suitable to generate the social capital that facilitates organizational learning.

Employee commitment plays a very key role in improving the organizational performance. The organizational performance can be measured using company financial performance, employee turnover, return on equity and so on. It was acknowledged that organizational performance can be enhanced by involving employees in decision making that will ultimately increase their commitment in the organization.

Currently employees act like entrepreneurs, when they work in a team and every member of the team tries his or her best to prove himself amongst all others. Those things increase their commitment level in the organization that ultimately increases the performance of the organization.

The high labour turnover, absenteeism, lateness and non-challant attitude of many employees in Nigeria are believed to be as a result of less commitment from the workers. It is against this backdrop that the researcher has decided to research on the effect of employee commitment on organizational performance in Nigeria, with Innoson Technical and Industrial Company Limited as a study.

1.1 Statement of the Problem

The consequences of less commitment from employees are devastating to an organization. They include under-performance, resulting from absenteeism, lateness, poor attitude to work and resignation. Lack of commitment by employees leads to poor performance as they do not work to their full potential and this has affects the performance of the organization. Employees are the pivot on which the growth, survival and achievement of the organizational objectives are dependent on. Their inability to fulfill these goals will spell doom for the organization.

An organization, without committed employees is likely to lose its highly skilled employees to other organizations.

Objectives of the Study

The broad objective of the study is to examine the effect of employee commitment on organizational performance. While, the specific objectives include to:

1. Identify the relationship between employee commitments to the profitability of the organization.
2. Examine the extent to which employee commitment affects employee turnover.

1.2 Research Questions

The following research questions were formulated in line with the objectives.

- (1) What is the relationship between employee commitments to the profitability of the organization?
- (2) To what extent does employee commitment affect employee turnover?

1.3 Research Hypotheses

Based on the research questions, the following hypotheses were formulated.

Hypothesis One

H₁: There is positive relationship between employee commitments to the profitability of the organization.

Hypothesis Two

H₂: Employee commitment positively affects the employee turnover.

Concept of Employee Commitment

Akintayo (2010) posits that employee commitment is the degree to which the employee feels devoted to the organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components.

Bratton and Gold employee commitment is relative to the workers' attachment to or participation in the organizations in which they employed. Employee commitment is significant since it determines whether employees are likely to leave their jobs or improve performance. Numerous studies have related to employee commitment. Mowday, Steers, and Porter (1979) emphasized concepts they referred to as attitudinal commitment and behavioral commitment.

Meyer & Allen (2001), opines that commitment is a stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function.

Salancik (1977) posits that commitment is a state of being in which an individual becomes bound by his action to beliefs that sustain his activities and his own involvement.

Meyer and Allen came up with these employee commitment components, they reiterate the employee commitment has three multidimensional components namely: affective commitment, continuance commitment, and normative commitment.

Affective Commitment: This relates to emotional attachment and is normally linked to a favorable working environment and relationships with the other employees.

Normative Commitment: This refers to the obligation employees may feel they owe the organization for being given a job when they needed it most.

Continuance Commitment: Relates to such terms of employment as job contracts, which may make leaving the current job very costly or troublesome (Mullins.).

Work performance and turnover owing to organizational environment have become a major headache to many heads of organizations in general, and human resource managers in particular (Freund, 2009). This problem is mostly attributable to lack of stability and job security for employees, who constitute one of the most important resources in the organization. Many organizations have begun to foster workers' commitment to their work/occupation/career; to the organization, its values, and ambitions; and to a strong job ethics.

Models of Employee Commitment

The soaring rate of rotation typical of the modern organizational environment has called for addressing the challenges and complications resulting from the turnover rate. To address the impasse related to this objective, organizational efforts have progressed in two directions. At the micro level, human resource managers look at worker commitment to a specific occupation and focus on modifying the human resource structure to accommodate employee needs and achieve the operational goals. Achieving a balance between organizational goals and workers' needs requires both a kind of psychological contract and a sound view of the dynamic between trade and stability.

The first category centers on commitment that affect work attitudes without reference to the organization: work ethic, career, and occupational. The second category is influenced by the organization in which the employees work: continuance and affective organizational commitment (Furnham, 2012).

In spite of the great significance attributed to the relationship between work positions and work results, only a few studies have explored the link between multiple commitments and work results. Most of these studies deal with solitary variables—for instance, organizational commitment or satisfaction and its relation to the quality of service (Bayazit, 2010). Morrow developed an early model based on the idea of multiple commitments and the relationships between them. Morrow's model covered the five commitments that influence organizational outcomes and arranged them in a logical order. According to Morrow, different forms of commitments have reciprocal influences, which result in a circular structure based on the affirmative work ethic as linked to occupational commitment and continuance commitment. Job attitude is related to effective commitment and continuance commitment. As a result, continuance commitment is connected to affective commitment, and both affect job involvement to complete the circle (Bayazit, 2010). An affirmative work ethic is associated with occupational commitment because high moral standards will positively influence an individual's persistence in a given job or career. Additionally, an affirmative work ethic influences continuance commitment because the work relationships (which are a type of friendship) established by an employee with an affirmative work ethic arise out of the workplace (Aksu, 2005).

Morrow's model shows that job involvement is influenced mostly by continuance commitment and affective commitment. Job involvement will be influenced by continuance commitment on the assumption that a satisfactory relationship with the organization will persuade the employees to invest more in their jobs (Brotherton, 2010). Affective commitment assumes that employee identification with organizational objectives and values will foster greater investment in the job and will therefore increase employees' involvement.

Job involvement, in turn, is dominated by an affirmative work ethic, which is a long-term and comparatively steady characteristic. Affective, continuance, and occupational commitments, in contrast, are unstable and can change comparatively faster. An affirmative work ethic tends to result in job involvement that, in turn, fosters a high commitment to work, which increases a person's job commitment (Brotherton, 2009). Hence, in Morrow's model, job involvement is straightforwardly connected to organizational results (Strasser, 2011).

Cohen introduced another system of reciprocal influence between the five different forms of commitment. Cohen also used an affirmative work ethic as the basic variable in his model; thus, it becomes the only variable that can hardly be changed in Cohen's model (Conway, 2010). An affirmative work ethic is the fundamental influence on other forms of commitment for any employee, yet it has no straightforward relation to the organizational outcome or commitment simply because it takes a very long time to change this variable. Therefore, in this model, an affirmative work ethic can influence only job involvement and not other variables.

Cohen introduced a completely different context regarding the relationships among the different forms of commitment (De Vaus, 2009), although the model uses the same five fundamental commitments described by Morrow. Cohen's model, indicates that job involvement will influence occupational, affective, and continuance commitments. However, unlike Morrow's model, occupational commitment also influences continuance commitment and affective commitment (De Vaus, 2009). These two forms of commitments are the most subjective and are the most likely to change.

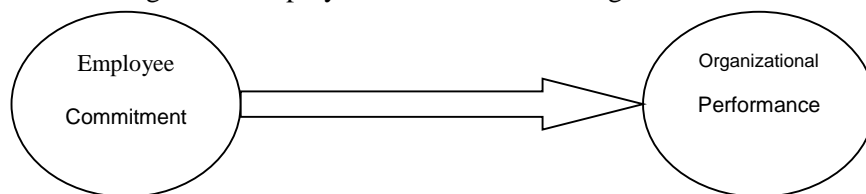
2.1.2 Organizational Performance:

Richard et al. (2009) posits that organizational performance consist of three specific areas of firm's outcomes: (a) financial performance which includes profits, return on assets, return on investment, (b) product market performance which comprises of sales, market share, etc; and (c) shareholder return which consist of total shareholder return, economic value added, and so on.

Rolstadas (1998) opines that the performance of an organizational system is a complex relationship involving seven performance criteria that must be adhered to and they are effectiveness, efficiency, quality, productivity, quality of work, innovation and profitability. Performance is closely related to the achievement of the criteria listed above, which can be regarded as performance objectives. Neely (2002) opines that performance should consider quantifying the efficiency and effectiveness of actions. This quantification can be expressed both qualitatively and quantitatively. Kane (1996) argues that the performance is "something that a person leaves behind and which exists outside the said purpose". According to Kane, performance is defined at the level of each individual within the organization or at organizational level. It is perceived as an understanding of the achieved results. Performance of teams and individuals must take into account both inputs (behaviour) and outputs (results). Hartle (1995), argues that this is the "Mixed model" of performance management, covering both Annals of the skill levels and achievements, and goal setting and analysis of the results.

Argyris (1964), purposed that the organizational performance is a result of the employee experience and commitment. Integrity has been explained as the best of the human state, the better the humans are committed to their tasks will lead to their better performance that results in better results (Chapman, 2013).

Fig.1: The schematic diagram of Employee commitment and Organizational Performance



Source: Adapted from *Organizational Behaviour* by Kenneth Laudon

Theoretical Framework of the Study

Middle Affective-Dependence Period Theory by Porter et al

Second period of employee commitment was advanced by Porter et al (2012). The focus of commitment shifted from tangible side-bets to the psychological attachment one had to the organization. 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 an involvement in a particular organization..." (Mowday, Steers and Porter, 2003). 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 and Steers, 2013). 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, 2012).

- a. A strong belief in and acceptance of the organization's goals and values.
- b. A willingness to exert considerable efforts on behalf of the organization
- c. A strong desire to maintain memberships in the organization.

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 ECQ (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 ECQ included items that refer to what O' Reilly and Chatman (1986) termed the consequences of commitment. Critics of the ECQ 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, 2009).

To overcome the limitation of ECQ, O'Reilly and Chatman (2007,) 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 ECQ became evident, with the call coming from two sources. One of them was the O'Reilly and Chatman (2007) approach that was specifically advanced as a conceptual and operational alternative to the ECQ.

Methodology

Survey research design was used in this study this is because it exposes the phenomenon to reconcile such phenomenon. The data used primary and secondary sources.

Population which is all the conceivable elements that make up a group was used. The researcher studied the members of staff of both Innoson Technical and Industrial Company Limited. The breakdown of the population is as follows

S/N	DEPARTMENT	NUMBER OF WORKERS
1	Production	88
2	Sales	54
3	Admin	58
4	Account	25
	Total	225

Source: Field Survey, 2019.

The population of the study is 225 members of staff of Innoson Technical and Industrial Company Limited.

Sample Size Determination

Taro Yamane (1964), formula was used which states the sample size of a definite population is given by.

$$n = \frac{N}{1+N(e)^2}$$

Where

- n = Sample size
- N = Population of the study
- I = Mathematical constant
- e = Error limit

In this study, the population is 225 and the error limit is 5% (0.05), substituting in the above formula, we have

$$\begin{aligned}
 n &= \frac{225}{1+225(0.05)^2} \\
 &= \frac{225}{1+225 \times 0.0025} \\
 &= \frac{225}{1+0.5625} \\
 &= \frac{225}{1.5625} \\
 &= 144
 \end{aligned}$$

Therefore, the sample size is 144 staff members of Innoson Technical and Industrial Company Limited

Sample Size Distribution

To get the sample size of the organization the researcher used the Kumar's formular. Kumar (1976), the proportional allocation formula is given by.

$$nh = \frac{nN_h}{N}$$

Where

$$\begin{aligned} nh &= \text{sample size for each department} \\ n &= \text{Total Sample size} \\ N_h &= \text{Population of each department.} \\ N &= \text{Total population} \end{aligned}$$

Therefore, for Production Department we have

$$\begin{aligned} nh &= \frac{144 \times 88}{225} \\ &= 56.32 \end{aligned}$$

Approximately 56

For Sales Department we have

$$\begin{aligned} nh &= \frac{144 \times 54}{225} \\ &= 34.56 \end{aligned}$$

Approximately 35

For Admin Department we have

$$\begin{aligned} nh &= \frac{144 \times 58}{225} \\ &= 37.12 \end{aligned}$$

Approximately = 37

For Account Department we have

$$\begin{aligned} nh &= \frac{144 \times 25}{225} \\ &= 16 \end{aligned}$$

Approximately = 16

To confirm, we have

$$56 + 35 + 37 + 16 = 144$$

Techniques of Data Analysis

The data for this study were presented in tables, using frequencies and percentages and analysed using inferential statistics. The hypotheses were tested using the chi-square distribution formula. According to the chi-square formula, we have.

$$X^2 = \sum \frac{(oi-ei)^2}{ei}$$

Where

$$\begin{aligned} X^2 &= \text{Chi-square} \\ \sum &= \text{Summation Sign} \\ O_i &= \text{Observed frequency} \\ e_i &= \text{Expected frequency} \end{aligned}$$

Data Presentation and Analysis

The data presented in this section were obtained with the aid of the questionnaire. The distribution and return rate of questionnaire is as follows:

TABLE 4.1: Distribution and Return Rate of Questionnaire

DEPARTMENT	NUMBER OF QUESTIONNAIRE DISTRIBUTED	NUMBER OF QUESTIONNAIRE RETURNED	NUMBER OF QUESTIONNAIRE LOST	PERCENTAGE OF VALID QUESTIONNAIRE
Production	56	50	6	34.72
Sales	35	32	3	22.22
Admin	37	29	8	20.14
Account	16	12	4	8.33
Total	144	123	21	85.41

Source: Field Survey, 2019.

Table 4.1 above stated that out of a total of 56 copies of questionnaire distributed to the production department of Innoson Technical and Industrial Company Limited, 4 copies were lost while 50 copies representing 34.72% of the total copies were returned. Out of 35 copies of questionnaire distributed to the sales department of Innoson Technical and Industrial Company Limited, 3 copies were lost while 32 copies representing 22.22% of the total copies were returned. Out of 37 copies of questionnaire distributed to the Admin department of Innoson Technical and Industrial Company Limited, 9 copies were lost while 29 copies representing 20.14% of the total copies were returned. Out of 16 copies of questionnaire distributed to the Account department of Innoson Technical and Industrial Company Limited, 4 copies were lost while 12 copies representing 8.33% of the total copies were returned. Therefore the total number of valid questionnaire is 123 representing 85.4% of the total copies of questionnaire distributed.

Table 4.2: Employee commitment has relationship with organizational profitability.

RESPONSES	TOTAL	PERCENTAGE
Strongly agree	81	65.85
Agree	41	34.15
Undecided	-	-
Disagree	-	-
Strongly disagree	-	-
Total		100

Source: Field Survey, 2019.

Table 4.2 above, shows that 81 respondents representing 65.85% of the total respondents strongly agree that there is significant relationship between employee commitment and organizational profitability. 42 respondents representing 34.15% of the respondents agree. This implies that the total number of respondents who strongly agree were more in number.

Table 4.3: Employee commitment leads to less labour turnover

RESPONSES	TOTAL	PERCENTAGE
Strong agree	78	63.41
Agree	45	36.59
Undecided	-	-
Disagree	-	-
Strongly disagree	-	-
Total	123	100

Source: Field Survey, 2019

Table 4.8 above, shows that 78 respondents, representing 63.41% of the total respondents strongly agree that there is impact of employee commitment on employee turnover. 45 respondents,

representing 36.59% of the respondents agree. This indicates that greater of the respondents strongly agree that high employee commitment leads less labour turnover.

TESTING OF HYPOTHESES

The researcher tested the hypotheses using the chi-square formula. According to the chi-square formula,

$$X^2 = \sum \frac{(oi-ei)^2}{ei}$$

Where

- X² = Chi-square
- ∑ = Summation sign
- O_i = Observed frequency
- e_i = Expected frequency

Hypothesis One

H₁: There is a relationship between employee commitment and organizational profitability. Hypothesis one was tested using table 4.6 constructing the test statistics, we have

Response	O _i	E _i	(o _i -e _i)	(o _i -e _i) ²	O _i -e _i) ² /e _i
Strongly agree	81	41.10	39.9	1592.01	38.74
Agree	20	1.46	18.54	343.73	13.90
Total	123				52.46

The calculated value = X² cal=52.46. The degree of freedom, n-1 = 3-1 = 2 degree of freedom. The level of significance is = 0.05 the calculated value is 52.74. The critical value at 2degree of freedom and 0.05 level of significance is 5.99. The calculated value is greater than the critical value, X² tab= (5.99). X² cal=52.46 >X² tab= (5.99).

Decision Rule: The calculated value is greater than the critical value (5.99), reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value. Otherwise reject the alternative hypothesis and accept the null hypothesis.

Decision: Since the calculated value (52.46) is greater than the critical value (5.99), X² cal=52.46>X² tab= (5.99), the researcher accepted the alternative hypothesis which states that there is a relationship between employee commitment and organizational performance.

Hypothesis Two

H₁: There is impact of employee commitment on employee turnover.

Hypothesis two was tested using table 4.8. Constructing the test statistics, we have

Response	O _i	E _i	(o _i -e _i)	(o _i -e _i) ²	O _i -e _i) ² /e _i
Strongly Agree	78	47.56	30.44	926.59	19.48
Agree	45	17.56	27.44	752.95	42.88
Undecided					
Disagree	-	-	-	-	-
Strongly disagree	-	-	-	-	-
Total					62.36

The calculated value = 62.36. The degree of freedom, n-1 = 3-1 = 2 degree of freedom. The level of significance is = 0.05. The calculated value is X² cal= 62.36. The critical value at 2degree of freedom and 0.05 level of significance is X² tab= (5.99).

Decision Rule: The calculated value is greater than the critical value (5.99), reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value. Otherwise reject the alternative hypothesis and accept the null hypothesis.

Decision: Since the calculated value is greater than the critical value shown thus $X^2_{cal} = 62.36 > X^2_{tab} = (5.99)$ the researcher accepted the alternate hypothesis which states that there is impact of employee commitment on employee turnover.

DISCUSSION OF FINDINGS

There is a relationship between employee commitment and organizational profitability. This statement was confirmed to be true in the test of hypothesis one and review of related literature. The relationship included that employees with high commitment, see themselves as an integral part of the organization. Employee commitment leads to less labour turnover. This statement was confirmed to be true in the review of related literature.

Summary of major findings:

Researchers found out the following.

1. There was positive and significant relationship between employee commitment and organizational profitability, with the of hypothesis one testing result showing $cal = 52.46 > X^2_{tab} = (5.99)$.
2. There was significant effect of employee commitment on employee turnover with the hypothesis testing result showing thus: $X^2_{cal} = 62.36 > X^2_{tab} = (5.99)$

Conclusion

The researchers concluded that employee commitment is a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization 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 organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well.

Recommendations

Based on the findings of this study, the researchers recommended that:

1. The management should establish a cohesive relationship with the employee so that employees' should see themselves as an integral part of the organization as this will lead to superior performance that will lead to profitability.
2. Management should try to reduce employee's turnover by creating favourable working conditions in term of good salary, good treatment, job security, and enough attention from the managers.

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