

## **EMPLOYEES' COMMITMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY OF UNIVERSITY OF CROSS RIVER STATE, NIGERIA**

**OKONGO, John Nsor**

Department of Business Management  
Faculty of Management Sciences  
University of Calabar, Calabar, Nigeria

**ELE Augustine**

Department of Business Management  
Faculty of Management Sciences  
University of Calabar, Calabar, Nigeria  
elenoble2000@yahoo.com

**ENEH, Sunday Isaac**

Department of Business Management  
Faculty of Management Sciences  
University of Calabar, Calabar, Nigeria

### **ABSTRACT**

The study evaluated the relationship between employees' commitment and organizational performance of the University of Cross River State, Calabar. The study adopted survey research design. The population for the study was 1206 respondents. The sample size was 300 respondents determined through Taro Yamane formula. The instrument for the study was a structured questionnaire using 4-points Likert Scale. The study adopted Pearson Product Moment Correlation Coefficient using Statistical Package for Social Sciences (SPSS) version 23, to test the hypotheses and to determine the relationships between the independent and dependent variables under studies. The study revealed that there was a significant relationship between affective commitment and job satisfaction of workers, that there was a significant relationship between normative commitment and motivation of workers, that there was a significant relationship between continuance commitment to work and workers' involvement in the University of Cross River State. The study recommended that management of the institution should at all times create affective commitment among their staff in order to achieve maximum job satisfaction steadily. Normative commitment should also be developing by workers and supported by management by providing intrinsic and extrinsic motivations to workers in the institution. The management of the institution should also create continuance commitment among workers in order to enhance job involvement and performance in the institution.

*Keywords:* Employee Commitment, Affective Commitment, Normative Commitment, Continuance Commitment

## INTRODUCTION

Employee commitment was conceptualized as a three-dimensional construct comprising affective, continuance and normative commitment (Ikyanyon & Agber, 2020). Currently in today's modern organizations, no organization can perform at ultimate levels without each employee is committed to the organizations' jobs and objectives on a regular basis (Tolera, 2018). Employee commitment at all times plays a very key role in improving the organizational performance. The organizational performance can be measured through a lot of ways for example, company employee turnover, return on equity etc. Employee commitment can be enhanced through their involvement in assessment construction and providing them with the chance for better insight on the whole procedure of the organization performance measurement (Tolera, 2018). He further stated that motivation, work environment, training and development and demographic factors have effects on the commitments of employees.

The role of employee commitment is always been accepted as an active catalyst for improving organizational satisfaction as well as performance in an organization (Khan, Rehman & Akram, 2012). They further stated that it is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis. Increase in commitment level of employees in organization ultimately increases the performance of their employees. In the past, organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity, and the higher level of employee commitment will perform better with less absenteeism (Khan, Rehman & Akram, 2012). There are certain things that really affects employee commitment such as work load, less acknowledgement, little or no motivation and less compensation.

Commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organizational goals and being ready to accept challenges (Gul, 2015). He further stated that committed employees will be able to perform their jobs more than management expectations, and high-level commitment is indispensable for increasing output and obtaining sustainable competitive advantages. Creating commitment among employees is important because without this it can become difficult for an organization to achieve strategic goals and objectives at regular interval. To ensure the achievement of firm goals, the organization need to creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee job satisfaction (Tolera, 2018). This is because commitments require an investment of time as well as mental and emotional energy, most people make them with the expectation of reciprocation. That is, people assume that in exchange for their commitment, they will get something of value in return such as favours, affection, gifts, attention, goods, money and property.

Nwankwo, Orga and Ugwu (2019) acknowledged that organizational performance can be enhanced by involving employees in decision making that can ultimately increase their commitment in the organizational work. They further stated that organizations value employee commitment because it is typically believed to reduce withdrawal behaviour, such as lateness, absenteeism and leaving the organization, and these values no doubt appear to have potentially serious consequences for overall organizational performance. Ulabor and Bosede (2019) asserted that organizations that have difficulty in retaining and replacing competent employees find it very hard to optimize performance. They further stated that securing committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization

and equally maintaining committed employees by those who have found them have been parts of the problems facing most organizations with no exception to institutions. Ebikeseye and Dickson (2018) emphasized that a committed employee is one that is loyal to the organization, defends it as at when due and sees the success of such any organization as his contribution thus would not want to be involved in unfavorable behaviours that might bring down the organization, and he/she would shun negative attitudes like absenteeism, lateness to work or job turnover.

Employee commitment is a fundamental key to overcoming high employee turnover which is visible through the influence of HR (Reza, 2019). He further stated that committed and satisfied employees are less likely to leave for another job and are more likely to perform at higher levels. To earn employee commitment, organizations must offer a workplace with effective performance feedback and opportunities for participation and overall employee satisfaction. To achieve the high commitment of employees' organizations must offer a workplace with effective HRD strategies like performance feedback, competitive salary, world-class training and opportunities for participation and career growth for retention etc. Organizations or institutions value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover (Ayoga, 2018). He opined that keeping in mind the success of organization is based on the employed commitment and its focus toward the achievement of the main goals of the organization. Thus, it was found that the low commitment is connecting to high exchange rate, while higher level of satisfaction in the work through the job security enhance high level of organizational performance (Raja, Muhammad, Ayeha & Awais, 2015 in Ayoga, 2018). Alao (2021) stated that the attainment of targets or set goals serve as a basis of determining employee contribution to the goals of the organization. She further stated that different Key performance Indicators (KPI) are applied in organizations; effective achievement of set objectives as well as reaching targets successfully are applicable measures. Ndai and Makhamara (2020) stated that granting employees' freedom to participate in decisions that affect their work life enhances organization performance, customer satisfaction, increases profitability regularly.

In this contemporary competitive environment, no institution or organization can perform at the maximum level, unless each worker in the organization is committed to the jobs and objectives of the institutions. In today's fast changing business environment and tough global competition, organizations are finding it difficult to function at optimum level without having the commitment of the employees towards their jobs in the work place. Business organizations are facing several challenges as a result of the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment, and to achieve success and remain in competition. The problem of this study bore 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, as particularly in an organizational setting, employees and employers have traditionally made a tacit agreement:

In exchange for workers' commitment, UNICROSS governing council or bodies would provide forms of value for employees, such as secure jobs and fair compensation. But rather unfortunate, the employees irrespective of their level or ranking in UNICROSS Calabar Campus. As a result, workers in the institution have embarked on series of strike and protest in order to protect their working conditions and improve welfare package. In mutuality affects the intensity of the workers' commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes. Among others, the

backdrop of organizational performance improvement is an employee's desire to be maximally productive. The penalties of poor commitment from employees are overwhelming to an organization. These include under-performance, resulting from absenteeism, lateness, poor attitude to work and resignation. Poor employees' commitment can lead to poor organizational performance as they do not work to their full potential and this has affects performance, goals setting, level of decision making of the organization. This is because employees are the pivotal point on which the development, growth, survival and achievement of the organizational goals and intentions are dependent upon. Therefore, this study examines the relationship between employees' commitment and organizational performance of UNICROSS Calabar Campus.

## LITERATURE REVIEW

### Theoretical framework

The theoretical framework of this study was anchored on Expectancy Theory of Motivation. The expectancy theory of motivation was propounded or developed by Victor Vroom in 1964. The theory holds that people or employees will be motivated to do things to reach a goal if they believe in that goal and if they can see that what they do will help them in achieving it. The Vroom's theory explained that employees' motivation toward doing anything will be determined by the value they place on the result or outcome of their efforts either positive or negative multiplied by the confidence they have that their efforts will be materially aid in achieving a goal (Armstrong, 2009; 2012). His assumption that perceptions of value vary between individuals at different times and in different places appears to fit real life situation more accurately.

The theory is consistent also with the idea that a managers' job is to design an environment for effective performance, necessarily taking into account the difference in various situations. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Ezeanolue, Okoye & Nwankwo, 2021). This theory was based on the assumption that individuals adjust their commitment to work in an organization on the basis of anticipated job satisfaction of valued goals set by the organization.

The Expectancy theory of motivation proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their design of expected results. This theory provides the idea that an individual's motivation comes from believing they will get what they desire in the form of a reward. Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations. This has a practical and positive potential of improving motivation because it can, and has, helped leaders create motivational programmes in the workplace.

The theory states that individuals have different sets of goals and can be motivated if they believe that there is a positive correlation between efforts and performance. Favorable performance can result in a desirable reward and the reward will satisfy an essential prerequisite

and requirement of the person to work performance. The theory further explained that motivation will be high when employees know what they have to do to get a reward that they will be able to get the reward and expect or anticipated that the reward will be meaningful or valuable. Vroom's theory of motivation can be stated as  $\text{Force} = \text{Valence} \times \text{Expectancy}$ . Where Force is the strength of a person's motivation, Valence is the strength of an individuals' preference for an outcome, and expectancy is the probability that a particular action will lead to a desired result or outcome.

The value of the theory in this study is that one of the greatest attractions of the theory is that it recognizes the importance of individual needs and motivations. The theory is completely consistent with the system of managing by objective. High performance can be achieved by well-motivated employees or people who are prepared to exercise discretionary efforts. This is because motivation is concerned with the strength and direction of behaviour and the factors that influence employees to behave in certain ways or manners.

### **Empirical Review**

Alao (2021) conducted a study on employee commitment and the imperative role of governance towards attaining performance. The study adopted descriptive and explanatory research designs. The population of the study was 356, and the sample size was 188 using Taro Yamane formula. The instrument for the study was a structured questionnaire. Cronbach Alpha was used for reliability testing of the research instrument with the following results estimates: organizational commitment had a reliability coefficient of 0.836; service commitment had 0.898, work commitment had 0.857, career commitment had 0.819 and job satisfaction had 0.919. The data was analyzed using simple linear regression. Findings revealed that employee commitment significantly has influence on job satisfaction ( $F(4, 179) = 63.528, p < 0.05, \text{Adj. } R^2 = 0.577$ ).indicated a strong link between employee commitment, productivity and organization performance attributable to good working conditions, job content, proactive response of managers and innovativeness. The study concluded that the understanding of managers' roles in governance is apt for continuous organizational performance.

Ndai and Makhamara (2020) had a study on employee commitment on organization performance at Timafloor Company Limited in Laikipia County, Kenya. The specific objectives were to determine the effect of employees training, employee compensation, employee continuance involvement and working conditions on performance of Timafloor Limited Company. The study used resource based view theory and Allen and Meyer Multidimensional theory. This study adopted descriptive research design. The target population of the study was 340 employees working at Timafloor Limited Company. The respondents were selected from the Company's four departments. The study used proportionate stratified random sampling to determine the number of staff to participate in the study. Sample size was 103 staff distributed in four departments. The study utilized primary data that was collected by use of questionnaires that was administered to staff. Piloting was done at Kariki flower farm in Naivasha, Nakuru County.

The Content Validity Index (CVI) was used to test validity of the research instruments. The research instruments were also tested for reliability by computing the Cronbach Alpha Statistical Tests. Quantitative data collected were analyzed using descriptive statistical techniques which were frequencies, mean, standard deviation. Inferential statistics and Regression Analysis Model were also employed. Data was presented in tables. The findings showed that working conditions, training, compensation and continuance employee involvement affected organization

performance. Findings showed that training, compensation and working conditions have a positive and significant effect on organization performance. The study recommended that the training programmes should be practical and related to the actual challenges at work. That recommended that flower firms give employees opportunities for career advancement. And that management of the organizations need to improve pay and benefits so as to motivate employees to remain committed to the organization.

Andrew (2017) examined employees' Commitment and its impact on organizational performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. Both descriptive and explanatory research methodologies were adopted in this study. The three employees' commitments (Affective, Normative, Continuous) were taken as independent variables and organizational performance as the dependent variable. A five-points Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat. The study revealed that the employees' commitment (Affective, Normative, Continuous) is significantly related to organizational performance in Eravurpatru Divisional Secretariat. The research findings revealed that there exists positive relationship between the three commitments and organizational performance. It has also been proved from the results that there exists strong correlation between the three independent variables and organizational performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level. The study recommended that management should hire employees who are likely to become linked to the organization, this shall have a great impact and take the organization towards promising competitive edge. The organization 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. The employees should be given adequate resources, facilities, training autonomy, and responsibility to strengthen the commitment of employees with their organization and performance.

### METHODOLOGY

The study employed both survey and correlational research designs. The population of the study was 1206 respondents. The sample size was 300 respondents using Taro Yamane Formula. The Taro Yamane formula is presented thus:

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

Where:

- n = Sample size
- N = Population
- $\ell$  = Error limit (0.05 on the basis of 95% confidence level)
- N = 1206
- e = 5% (degree of freedom)
- $n = 1206 / 1 + (1206 * 0.05^2)$
- $n = 1206 / 1 + (1206 * 0.0025)$
- $n = 1206 / 4.015 = 300.37$
- n = 300

The instrument for the study was structured questionnaire 4-point Likert scales of strongly agreed (SA) = 4, Agreed (A) = 3, Disagreed (D) = 2, strongly disagreed (SD) = 1, seeking information on the relationships between employees’ commitment and organizational performance of business organizations in Nigeria. The alpha coefficient index ( $\alpha$ ) of 0.98 from the pilot test was considered sufficiently reliable for the instrument to be used. The instrument was pretested to establish internal reliability using coefficient alpha index ( $\alpha$ ) on a pilot study conducted on 20 respondents randomly selected in one business organization. The study employed Pearson Product Moment Correlation Coefficient using Statistical Package for Social Sciences (SPSS) version 23, to test the hypotheses and to determine the relationships between the independent and dependent variables.

**RESULTS**

**Test of hypotheses**

Hypothesis one

H<sub>01</sub>: There is no significant relationship between affective commitment and job satisfaction of workers of the University of Cross River State.

H<sub>a1</sub>: There is a significant relationship between affective commitment and job satisfaction of workers of the University of Cross River State.

**Table 1: Descriptive statistics**

	Mean	Std. Deviation	N
Affective Commitment	3.65	.500	289
Organizational Performance	3.21	.706	289

**Table 2: Correlations**

		Affective Commitment	Organizational Performance
Affective Commitment	Pearson Correlation	1	.641**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	72.000	65.176
	Covariance	.250	.226
	N	289	289
Organizational Performance	Pearson Correlation	.641**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	65.176	143.543
	Covariance	.226	.498
	N	289	289

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

Since, the Pearson Correlation is equal to 1 and 0.000 significant at 0.01 level of 2-tailed. The null hypothesis was rejected, while the alternative hypothesis was accepted which stated that there is a positive and significant relationship between affective commitment and job satisfaction of workers in the University of Cross River State.

Hypothesis Two

H<sub>02</sub>: There is no significant relationship between normative commitment and motivation of workers in the University of Cross River State.

H<sub>a2</sub>: There is a significant relationship between normative commitment and motivation of workers in the University of Cross River State.

**Table 3: Descriptive Statistics**

	Mean	Std. Deviation	N
Organizational Performance	3.21	.706	289
Normative Commitment	3.72	.448	289

**Table 4: Correlations**

		Organizational Performance	Normative Commitment
Organizational Performance	Pearson Correlation	1	.599**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	143.543	54.609
	Covariance	.498	.190
N		289	289
Normative Commitment	Pearson Correlation	.599**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	54.609	57.855
	Covariance	.190	.201
N		289	289

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

Since, the Pearson Correlation is equal to 1 and 0.000 significant at 0.01 level of 2-tailed. The null hypothesis was rejected, while the alternative hypothesis was accepted which stated that there is a positive and significant relationship between normative commitment and motivation of workers in the University of Cross River State.

Hypothesis Three

H<sub>03</sub>: There is no significant relationship between continuance commitment to work and workers performance of the University of Cross River State.



H<sub>a3</sub>: There is no significant relationship between continuance commitment to work and workers performance of the University of Cross River State.

**Table 5: Descriptive Statistics**

	Mean	Std. Deviation	N
Organizational Performance	3.21	.706	289
Continuance Commitment	3.05	.465	289

**Table 6: Correlations**

		Organizational Performance	Continuance Commitment
Organizational Performance	Pearson Correlation	1	.697
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	143.543	65.886
	Covariance	.498	.229
	N	289	289
Continuance Commitment	Pearson Correlation	.697	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	65.886	62.221
	Covariance	.229	.216
	N	289	289

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

Since, the Pearson Correlation is equal to 1 and 0.000 significant at 0.01 level of 2-tailed. The null hypothesis was rejected, while the alternative hypothesis was accepted which stated that there is a positive and significant relationship between continuance commitment to work and workers' performance in the University of Cross River State.

### DISCUSSION OF FINDINGS

Based on the hypotheses tested, the study revealed that there is a significant relationship between affective commitment and job satisfaction of workers of the University of Cross River State. This finding was supported by finding of Andrew (2017) which affirmed that the employees' affective commitment significantly related to organizational performance in Eravurpatru Divisional Secretariat. Ekienabor (2018) found that affective commitment has a significant effect on organizational performance. Ikyanyon and Agber (2020) found that affective commitment had a significant and positive effect on organizational performance, the effect of normative commitment on organizational performance was not significant. Ebikeseye and Dickson (2018) also asserted that employee commitment to work has a significant relationship in reduction in absenteeism, lateness to work and job turnover. Ezeanolue, Okoye and Nwankwo (2021) found that affective commitment has a significant and positive influence on organizational performance. Mohamud, Hussein and Mohamud (2018) found that there was a weak positive relationship between organizational effectiveness and employee commitment with the  $r=0.128$  significant at the 0.01 level (2-tailed). There was a positive relationship between intrinsic

motivation and organizational effectiveness. There was a significant impact of job satisfaction on organizational effectiveness in some selected electronic companies in Mogadishu-Somalia. Their study also found that job involvement, intrinsic motivation, and job satisfaction effects on organizational effectiveness.

Abasilim, Gberevbie and Osibanjo (2019) found that there is a significant, medium and positive relationship between transformational leadership style and employees' commitment, whereas transactional leadership style shows an insignificant small negative relationship with employees' commitment. In addition, laissez-faire leadership style has an insignificant small positive relationship with employees' commitment. Waris, Khan, Ismail, Adeleke and Panigrahi (2018) also found that multiple leadership qualities have a significant positive impact on the affective commitment of the employee whereas it has no significant impact on the calculative commitment of the employees. The analysis found insignificant correlation between job stress and employees' commitment whereas a significant negative correlation was found in between job satisfaction and employees' commitment. The insignificant relationship between job stress and job satisfaction was found in the analysis (Risal, 2018).

Waris, Khan, Ismail, Adeleke and Panigrahi (2018) in their study also shown that multiple leadership qualities are connected with job commitment and the greatest leadership in the different sectors of the program ought to be an amalgam of managerial skills and multiple leadership qualities. It has also been noticed that several additional leadership styles are also positively related to job commitment. To accomplish a high level of job satisfaction, it is imperative for leaders to refine the appropriate strategies of resource, which will result in a sky-scraping level of organizational commitment. Ebikeseye and Dickson (2018) found that employee commitment to work has a significant relationship with increase in productivity. Princy and Rebeka (2019) found the relationship between the employee commitment and organization performance, and also how the job satisfaction, motivation and job involvement related with employee commitment. Alao (2021) also affirmed that employee commitment significantly has influence on job satisfaction. Ndai and Makhmara (2020) affirmed that financial stress has a significant effect on job performance and this affects organizations profitability. Nwankwo, Orga and Ugwu (2019) found that there was positive and significant relationship between employee commitment and organizational profitability. Nwankwo, Orga and Ugwu (2019) also revealed that there was significant effect of employee commitment on employee turnover.

The study also revealed that there is a significant relationship between normative commitment and motivation of workers in the University of Cross River State. This finding can be supported with the finding of Ekienabor (2018) which found that affective commitment has a significant effect on organizational performance. Andrew (2017) also affirmed that the employees' normative commitment significantly related to organizational performance in Eravurpatru Divisional Secretariat. Ikyanyon and Agber (2020) found that normative commitment had a significant and positive effect on organizational performance, the effect of normative commitment on organizational performance was not significant. Ezeanolue, Okoye and Nwankwo (2021) found that normative commitment has a significant and positive influence on organizational performance. Mohamud, Hussein and Mohamud (2018) found that there was a weak positive relationship between organizational effectiveness and employee commitment with the  $r=0.128$  significant at the 0.01 level (2-tailed). There was a positive relationship between intrinsic motivation and organizational effectiveness. There was a significant impact of job

satisfaction on organizational effectiveness in some selected electronic companies in Mogadishu-Somalia. The study also found that job involvement, intrinsic motivation, and job satisfaction effects on organizational effectiveness.

Ebikeseye and Dickson (2018) found that employee commitment to work has a significant relationship with increase in productivity. Princy and Rebeka (2019) found the relationship between the employee commitment and organization performance, and also how the job satisfaction, motivation and job involvement related with employee commitment. Ndai and Makhamara (2020) also found that there is a strong, positive and significant relationship between employee involvement and job performance. Makhamara (2016) also established that the effects of employee involvement in decision making on performance at Kenya Power and Lighting Company are that it leads to varied options, enhances and improves quality services, gives broader perspective, and bring more alternative solutions leading to total customer satisfaction hence improved performance at the organization.

The study also revealed that there is a significant relationship between continuance commitment to work and workers performance of the University of Cross River State. This finding was supported with the finding of Ekienabor (2018) which affirmed that continuance commitment has a significant effect on organizational performance. Andrew (2017) also found that the employees' continuous commitment significantly related to organizational performance in Eravurpatru Divisional Secretariat. Ikyanyon and Agber (2020) also found that continuance commitment had a significant and positive effect on organizational performance, the effect of normative commitment on organizational performance was not significant. Ebikeseye and Dickson (2018) found that employee commitment to work has significant relationship with job performance. Ayoga (2018) affirmed that there was a significant relationship between employee commitments and organizational profitability. There was a significant relationship between employee commitments and organizational growth. Ezeanolue, Okoye and Nwankwo (2021) found that continuance commitment has a significant positive effect on organizational performance in Nigeria Breweries Company and normative commitment no significant positive effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East.

## **CONCLUSION**

The contributions of employees' commitment on organizational performance cannot be over emphasized in any given organization or institution. The study revealed that there is a significant relationship between affective commitment and job satisfaction of workers in an organization. There is a significant relationship between normative commitment and motivation of workers in the organization. There is also a significant relationship between continuance commitment to work and workers performance in an organization. Employee commitment at all times plays a very key role in improving the organizational performance. Employee commitment has been conceptualized as a three-dimensional construct comprising affective, continuance and normative commitments. Employees' commitment had a correlation or association with organizational performance.

## **RECOMMENDATIONS**

Based on the findings, the following recommendations were made:

- i. Management of the institution should at all times create affective commitment among their staff in order to achieve maximum job satisfaction steadily.
- ii. Normative commitment should also be developed by workers and encourage by management by providing intrinsic motivation to workers in the organization.
- iii. The management of the institution should also create continuance commitment among workers in order to enhance job performance in the organization.

## REFERENCES

- Ajagbe, M. A., Ojochide, F. P., Ekanem, E. U. U., Uduimoh, A. A. & Akpan, S. E. (2016). Business strategy as a contributor to organizational performance. *International Journal of Advanced Academic Research/Management Science*, 2(3), 1-19.
- Andrew, A. (2017). Employees' commitment and its impact on organizational performance. *Asian Journal of Economics, Business and Accounting*, 5(2), 1-13.
- Alao, E. M. (2021). Employee commitment and the imperative role of governance towards attaining performance. *Interiencia Journal*, 46(1), 142-169.
- Alshatnawi, H. A. M., & Ghani, M. B. A. (2018). The effect of total quality management and knowledge management on organizational performance in higher education institution in Jordan. *International Journal of Academic Research in Economics and Management Sciences*, 7(3), 17–29.
- Aluko, M., Odugbesan, O., Gbadamosi, G. & Osuagwu, L. (2014). *Business policy and strategy (3rd Ed.)*. Lagos: Amino Press Limited.
- Armstrong, M. (2009). *Handbook of human resource management practice (11th Ed.)*. London: Koga Page Limited.
- Armstrong, M. (2012). *Handbook of human resource management practice (12th Ed.)*. London: Koga Page Limited.
- Ayoga, D. U. (2018). Impact of employee commitment on organizational performance (A case study of fast food in Umuahia). *International Journal of Management Studies, Business & Entrepreneurship Research*, 3(2), 243-265.
- Davies, J. (2020). How to improve productivity through quality management. Retrieved from file:///C:/Users/Ele%20A/Desktop/TQM2/How%20to%20Improve%20Productivity%20Through%20Quality%20Management.htm.
- Ekienabor, E. (2018). The influence of employees' commitment on organizational performance in Nigeria. *International Journal of Research Publications*, 8(1), 1-12.
- Ele, A. A., Okongo, N. J. & Omini, P. E. (2020). Implementing management planning functions and organizational performance: A critique in the face of Cross River State Water Board Limited Calabar, Nigeria. *American International Journal of Supply Chain Management*, 1(1), 30-41.
- Ele, A. A., Enya, F. E., Okongo, N. J., Eja, B. R. & Mbam, J. N. (2021). Correlation between job analysis and corporate performance of business organizations in Nigeria: A study of Niger Mill Plc Calabar. *International Journal of Entrepreneurship and Business Innovation*, 4(1), 61-81.
- Ezeanolue, E. T., Okoye, U. C. & Nwankwo, E. E. (2021). Employee commitment and organizational performance among Nigerian Breweries Companies in the South-East, Nigeria. *International Journal of Innovative Development and Policy Studies*, 9(1), 29-37.

- Gul, Z. (2015). Impact of employee commitment on organizational development. *FWU Journal of Social Sciences, Winter*, 9(2), 117-124.
- Hunjira, A. (2010). Measuring organizational performance: Towards methodological best practice. *Journal of Management Science*, 1(7), 105-115.
- Hutcheson, G. D. (2011). Ordinary least square. In Moutinho, L. & Hutcheson, G. D. (Eds.). *The Sage Dictionary of Quantitative Management Research*. Retrieved from <http://en.sage/dictionary-of-quantitative-management-research>.
- Idris, F. (2013). Total quality management (TQM) and sustainable company performances: Examining the relationship in Malaysian firms. *International Journal of Business and Society*, 12(1), 31-52.
- Ikyanyon, D. N. & Agber, I. A. (2020). Examining the effect of employee commitment on organizational performance: Evidence from cement manufacturing company in Nigeria. *European Scientific Journal*, 16(22), 78-94.
- Inyang, B. J. (2008). *Management theory: Principles and practice (2<sup>nd</sup> Rev. Ed.)*. Calabar: Merb Publishers.
- Irefin, P. & Ali, M. (2014). Effects of employee commitment on organizational performance in Cocacola Nigeria Limited Maiduguri, Borno State. *IOSR Journal of Humanities and Social Science*, 19(3/1), 33-41.
- Jabbarzare, E. & Shafighi, N. (2019). Total quality management practices and organizational performance. *Open Science Journal of Statistics and Application*, 6(1), 6-12.
- Keinan, A. S. & Karugu, J. (2018). Total quality management practices and performance of manufacturing firms in Kenya: Case of Bamburi Cement Limited. *International Academic Journal of Human Resource and Business Administration*, 3(1), 81-99.
- Khan, M. M., Rehman, Z. U. & Akram, M. W. (2012). The impact of employee commitment on employee satisfaction role of employee performance as a moderating variable. *Singaporean Journal of Business Economics and Management Studies*, 1(2), 68-80.
- Krishnanathan, P. & Mangaleswaran, T. (2018). Organizational commitment and employee performance with special reference to administrative officers at the University of Jaffna, Sri Lanka. *Research Journal of Education*, 4(6), 82-86.
- Makhamara, F. H. (2016). Influence of employee involvement in decision making and its effects on Level five public hospitals in Kenya. *Journal of Academic Research in Management*, 1(5), 270-280.
- McConnell, C. R. (2003). The managers approach for employee performance problems. *Journal of Health Care Manager*, 22(1), 63-69.
- Mohamud, S. A., Hussein, J. M. & Mohamud, S. A. (2018). The effect of employee commitment on organizational effectiveness: Case study of Waaya Arag and Beder Electronic Companies in Mogadishu-Somalia. *International Journal of Current Research*, 10(3), 67333-67338.
- Mwangi, E. N. & Wekesa, S. (2017). Influence of economic factors on organizational performance of airlines: A case study of Kenya Airways Limited. *IORS Journal of Humanities and Social Sciences*, 22(5), 08-14.
- Nderitu, N. M. & Nyaoga, R. B. (2013). An investigation on the effect of quality management practices on the performance of public primary schools in Nakuru Municipality, Kenya. *International Journal of Education and Research*, 1(12), 1-14.

- Nebo, C. S., Nwankwo, P. N. & Okonkwo, R. I. (2015). The role of effective communication on organizational performance: A study of Nnamdi Azikiwe University Awka. *Review of Public Administration and Management*, 4(8), 131-148.
- Ndai, J. N., & Makhamara, F. (2020). Employee commitment on organization performance at Timafloor Company Limited in Laikipia County, Kenya. *The Strategic Journal of Business & Change Management*, 8(1), 132 – 149.
- Nwankwo, S. N. P., Orga, J. I. & Ugwu, F. (2019). Effects of employee commitment on organizational performance (A study of Innoson Technical and Industrial Company Limited). *International Journal of Management, Social, Peace and Conflict Studies*, 2(3), 27-37.
- Obi, C. J. & Oparanma, A. O. (2018). Quality control measures and organizational effectiveness of cosmetic manufacturing companies in Aba, Nigeria. *International Journal of Social Sciences and Management Research*, 4(3), 70-78.
- Reza, M. H. (2019). Impact of human resource management practices on organizational commitment of employees. *International Journal of Technical Research & Science*, 4(9), 28-33.
- Riscal, N. (2018). Employees' commitment and organizational performance: An empirical evidence from Life Insurance Company in Kathmandu, Nepal. *International Journal of Creative Research Thoughts*, 6(1), 73-103.
- Ulabor, E. A. & Bosede, A. I. (2019). Employee commitment and organizational performance in selected fast food outlets in Osun State. *International Journal of Financial, Accounting, and Management*, 1(1), 23-37.
- Sabir, R. I., Majid, M. B., Nawal, A. & Majid, A. (2015). Impact of employee commitment on organizational performance (A survey based study of education). *Scholdge International Journal of Business Policy & Governance*, 2(3), 12-16.
- Tolera, D. G. (2018). Effects of employees' commitment on organizational performance at Arjo Didessa Sugar factory. *African Journal of Business Management*, 12(9), 252-257.
- Wainwright, B. (2019). *What is employee commitment?* Retrieved from <https://www.effectory.com/knowledge/what-is-employee-commitment.com>
- Waris, M., Khan, A., Ismail, I., Adeleke, A. Q. & Panigrahi, S. (2018). Impact of leadership qualities on employee commitment in multi-project based organizations. IOP Conference Series: Earth and Environmental Science, 140, 1-10.
- Wilujeng, S. R., Wahyuns, S., Setyanti, L. H. & Handriyono, M. (2018). Work culture, work motivation and organizational performance: The mediating role of organizational commitment. *International Journal of Research Science & Management*, 5(5), 88-93.