

Exploring the Effect of Organizational Commitment Dimensions on Employees Performance: An Empirical Evidence from Academic Staff of Oyo State Owned Tertiary Institutions, Nigeria

Folorunso, O.O

Department of Business Administration and Management Studies
The Polytechnic, Ibadan, Nigeria

Adewale, A. J.

Department of Business Administration and Management
Osun State Polytechnic Iree, Nigeria

Abodunde, S.M

Department of Business Administration and Management Studies
The Polytechnic, Ibadan, Nigeria

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Abstract

This paper examined the impact of organizational commitment dimensions on employees' performance among academic staff of Oyo State owned tertiary institutions. The researchers adopted multi-stage sampling procedure for the selection of the participants. The first stage, two higher institutions of learning through purposive sampling technique were selected, while simple random sampling technique was used to select 25% of total population of respondents from two selected higher institutions of learning respectively. Therefore, the total sample size is made up of 197 respondents from the pay roll list of two institutions. A structured questionnaire was used to collect information from the study's participants which were Organizational Commitment Questionnaire (OCQ) and Employees performance Questionnaire (EPQ). Both Pearson Product Moment Correlation Coefficients and Multiple Regression Analysis were used to analysis the data. Result revealed that organizational commitment dimensions jointly and independently influence employees' performance among academic staff of Oyo State owned tertiary institutions. Therefore, the paper recommended that management of tertiary institutions and policy makers should take measures to enhance academic staff' performance through increased commitment level.

Key words : Affective, Normative, Continual, Employee Performance, Organizational Commitment

Introduction

Organizational commitment is one of the job related attitudes which has attracted the minds of scholars and practitioners in the field of Human Resources Management due to the impact it has on employees and organizational performance (Robbins, 2005). The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997). Boehman, (2006) and Brown (2003) viewed organizational commitment as multidimensional in nature, involving an employees' willingness to exert effort on behalf of the organization, the degree of goal and value congruency with the organization, and desire to maintain membership. Organizational commitment is a bond between an employee and the employer (Chen and Hseeh, 2006), and the more favourable an individual's attitudes toward the institution, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization.

Naser, (2007) asserted that when employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally withdraw from the organization. Thus, organizational commitment is an important attitude in assessing employees' intention to quit and the overall contribution of the employee to the organization.

Performance, therefore, is the outcome of actions with the skills of employees who perform in some situation (Prasetya and Kato, 2011). According to Suhartini, (1995) employee performance is a mutual result of effort, ability, and perception of tasks. Good performance is step towards the achievement of organizational aims. Hence more struggle is required to improve the organizational performance. Negin, Omid and Ahmad, (2013) affirmed that Organizational commitment can improve employees' performance and raise organizational overall competitiveness.

Tertiary educational institutions in Nigeria are facing a huge challenge in terms of skilled human resource capacity, which has a debilitating effect on its ability to make strides in the areas of socio-economic and political development. Empirical studies (Ojokuku, 2013; Enahoro and Adeyinka, 2013; Ologunde, Asaolu and Elumide, 2012 and Okebukola, 2008) provided evidence that the need for qualified academic staff in Nigerian tertiary institutions of learning is on the increase, while, majority of the tertiary institutions in Nigeria are experiencing dearth of teaching personnel due to low motivation, low job satisfaction and lack of organizational commitment among the lecturers, which have created negative job attitudes.

Performance of academic staff is of importance because good quality tertiary education is an important avenue towards nurturing the teachers needed for universal primary education, the experienced doctors, nurses and community workers needed for better water and health facilities, the accountants, economists, and journalists required for better private business and better governance. In order for higher education to develop the above capacities, it must ensure that their staffs are well motivated in order to commit to the quality needed for socio-economic and political development.

Organizational commitment has also been measured in public sector in both developed and developing countries. However, to the best knowledge of the researchers no study has addressed the role of different organizational commitment dimensions on employees'

performance in academic setting in Nigeria. It is in the light of that this study intends to fill the gap in knowledge by focusing on the role of different organizational commitment dimensions on employees' performance among academic staff in Oyo State owned tertiary institutions.

Literature Review

Organizational Commitment

Organizational commitment continues to be one of the most popularly researched subjects as it has significant effects on job performance and turnover (Chen & Francesco, 2003) and subsequently on organizational performance. Chen and Aryee (2007) affirmed that commitment of employees is an important instrument for improving the performance of the organizations. Adekola, (2012) defined commitments as being a positive evaluation of the organization and the organizations goals. According to Goutam (2004) defined commitment as being a bond between an individual (the employee) and the organization (the employer). Miller and Lee (2001) identified three types of commitment that are, affective commitment which measures an employee's emotional attachment to, identification with, and involvement in the organization, normative commitment reflects pressures on an employee to remain with an organization resulting from organizational obligations. Continuance commitment refers commitment associated with the costs that employees perceive are related to leaving the organization.

Miller and Lee (2001) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. According to the authors *Affective commitment* is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals. Mathew and Shepherd (2002) further characterized affective commitment by three factors (1) "belief in and acceptance of the organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership". Naser (2007) also further stated that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal". *Continuance commitment* is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization Miller and Lee (2001) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization. *Normative commitment* is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization.

Mowday, Porter, and Steers (1982) as cited in Hueryren and Dachuan (2012) identified that highly committed employees perform better than less committed ones. Buchanan (1974) also indicated that at least five factors consist of organizational commitment, that is, a strong intention to maintain membership within the organization, an acceptance of the organizational major goals and values, a positive evaluation within the organization, an intention to work toward organizational goals, and a willingness to exert considerable effort on behalf of the

organization. Porter, Lyman, Steers, Mowday and Boulian (1974) considered that organizational commitment includes three elements (a) the belief of organizational goal and value acceptance, (b) the willingness to pursue the organizational benefit, and (c) the intensive desire of organizational position maintenance.

Employee Performance

Performance is kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfillment of organizational regulations, expectations, or requirements for an official role. According to Prasetya and Kato, (2011) performance is defined as the attained outcome of actions with the skills of employees who perform in some situation. Moreover, performance is productivity that expresses the quantity, quality and contribution of a job. When productivity is high the overall performance within the organization will be high (Sun, 2001). Whitmore (1997) defined performance as a deed, a performance, a public exhibition of skill. That is, performance is an employee's overall work outcomes, including efficacy, efficiency, and effectiveness (Hsu, 2005). While Gibson et al. (1995) stated that the employee's performance is the result of work accomplished by a person in connection with his position in the organization. According to William and Anderson (1991) employee performance is a mutual result of effort, ability, and perception of tasks.

Empirical review on the relationship between organizational commitment dimensions and employees' performance.

Previous studies provided inconclusive evidence on the relationship between organizational commitment dimensions and employees performance. For instance, Negin, Omid and Ahmad (2013) examined the impact of organizational commitment on employees job performance among the Malik bank staff. The result revealed that organizational commitment dimensions; affective, normative and continual have positive and significant relationship with employees job performance. Qaisar, Rehman and Suffyan (2012) also explored the effects of organizational commitment dimensions (affective, normative and continual) on employees' performance among Pakistan Police officers. Results of the statistical analysis indicated that organizational commitment dimensions (affective, normative and continual) were jointly and independently predict officers' performance.

A study conducted by Chughtai and Zafar (2006), among university teacher of Pakistan concluded that organizational commitment dimensions; affective, normative and continual have positive and significant relationship with employees performance. In the same line, Suliman and Lles, (2002) explored the nature of organizational commitment in three industrial units in Jordan by using employees' job performance and five demographic variables. Their research revealed that that organizational commitment comprises three-dimensional concept. The findings also uncovered a positive relationship between commitment (all the three dimensions) and job performance. Khan et al. (2010) also conducted a research on employees working in oil and gas sector of Pakistan and found positive and significant relationship ($r=0.218$, $p < 0.001$) between organizational commitment dimensions and performance.

However, Somers & Birnbanm, (1998) studied the relationship of work related commitment and input on employee job performance, however their findings suggested that career commitment is positively related to job performance but no relationship existed between organizational commitment and job performance. Both affective and normative commitments were found unrelated to job performance. Also, 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 while normative and continual commitment are not positively related to employees' job performance. Clarke, (2006) also 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. The researcher found that statistically both affective and normative forms of commitment have significant impact on performance. Affective commitment was positively related to network performance. The finding that continuance commitment was negatively related to network performance suggests that the relationship between commitment and performance within networks is certainly not straightforward. It is therefore hypothesized that:

H_{0i}. Affective commitment is not positively and significantly related to employee's Performance among academic staff of Oyo State owned tertiary institutions.

H_{0ii}. Continuance commitment is not positively and significantly related to employee's performance among academic staff of Oyo State owned tertiary institutions.

H_{0iii}. Normative commitment is not positively and significantly related to employee's performance among academic staff of Oyo State owned tertiary institutions.

H_{0iv}. Affective, Continuance, and Normative are not jointly significant influence employee's performance among academic staff of Oyo State owned tertiary institutions.

Methodology

For the purpose of this research work, the researchers adopted multi-stage sampling procedure for the selection of the participants. The first stage, two higher institutions of learning (The Polytechnic, Ibadan and Oyo State College of Education, Oyo) through purposive sampling technique were selected, while simple random sampling technique was used to select 25% of total population (401 and 387) of respondents from two selected higher institutions of learning respectively. Therefore, the total sample size is made up of One Hundred and Ninety- Seven (197) respondents from the pay roll list of two institutions.

Data Collection Instruments

A structured questionnaire was used to collect information from the study's participants which were Organizational Commitment Questionnaire (OCQ) and Employees Performance Questionnaire (EPQ).

Measurement of Organizational Commitment Questionnaire: As dependent variables, affective, normative and continuance commitment was measured using Organizational Commitment Questionnaire-OCQ developed and validated by Meyer and Allen (1997). Respondents were directed to rate their agreements with given scale of 18 sentences on 5-likert scale ranging from 1= strongly disagree to 5=strongly agree. The internal consistency of

organizational commitment scales i.e Cronbach alpha coefficient of .87 for affective, .75 for continuance, .79 for normative and .80 for alpha of the questionnaire in general. On the other hand, this study reported Cronbach alpha coefficient .79 for affective, .80 for normative, .79 for continuance and 0.82 for alpha of general commitment scale.

Measurement of Employees Performance Questionnaire: This scale was used to assess respondents' perceived levels of job performance. The scale was developed and validated by William and Anderson (1991). The response format was in Likert form with indicants ranging from *strongly agree (5) to strongly disagree (1)*. It consisted of 7 items and the scoring procedure indicates that high scores represent high perceived job performance and low scores imply low perceived job performance. The authors reported Cronbach reliability alpha of .91, while when correlated with reward recommendation; the relationship was moderately high having being .77. The instrument was subjected to further revalidation in order to determine its psychometric soundness. Therefore, the reliability alpha coefficient obtained for the seven items in the current study was .78.

Both Pearson Product Moment Correlation Coefficients and Multiple Regression Analysis were used to analysis the data.

Model Specification

Mathematically the model is expressed as follows;

$$EP = f (AFT, NMT, CTN)$$

$$EP = \beta_0 + \beta_1 AFT + \beta_2 NMT + \beta_3 CTN$$

EP = Employees Performance

AFT = Affective Commitment

NMT= Normative Commitment

CTN = Continual Commitment

β = intercept, $\beta_1 - \beta_3$ = Coefficient of the independent variables

Data Presentation And Result Interpretation

Table 1: Correlations

		Employees Performance	Affective	Normative	Continual
Employees Performance	Pearson Correlation	1	.971**	.960**	.963**
	Sig. (2-tailed)		.000	.000	.000
	N	197	197	197	197
Affective	Pearson Correlation	.971**	1	.933**	.954**
	Sig. (2-tailed)	.000		.000	.000
	N	197	197	197	197
Normative	Pearson Correlation	.960**	.933**	1	.921**
	Sig. (2-tailed)	.000	.000		.000
	N	197	197	197	197
Continual	Pearson Correlation	.963**	.954**	.921**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	197	197	197	197

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

Table 1 shows that affective commitment, normative commitment and continual commitment were significantly related with employees performance ($r = 0.971, 0.960$ and 0.963) respectively. This implies that affective commitment contributes 97% to employees performance, normative also contributes 96% to employees performance, while continual also contributes 96% to employees performance respectively. This result agrees with Negin et al (2013), Chughtai and Zafar, (2006), Suliman and Lle, (2002) and Khan et al, (2010) who affirmed that organizational commitment dimensions; affective, normative and continual have positive and significant relationship with employees performance.

Table 2: Regression Result

Model Summary					
Model 1	R = 0.986	R ² = 0.975	Adj.R ² = 0.972		
	Sum of square	Df	Mean square	F	Sig.
Regression	370.782	3	123.594	2290.135	0.000 ^b
Residual	10.416	193	0.054		
Total	281.192	196			
Variable	Unstandardised coefficient (β)	Std. error	Standardized coefficient (β)	T	Sig.
Constant	0.010	0.049		0.197	0.844
Affective	0.372	0.045	0.375	8.335	0.000
Normative	0.356	0.035	0.345	10.074	0.000
Continual	0.287	0.042	0.285	6.854	0.000

Table 2 shows that organizational commitment dimensions; affective, normative and continual were significantly joint predictors of employees’ performance ($F(3, 193) = 2290.135$; $R^2 = 0.975$) at 1% level. The predictor variables jointly contribute 97.5% to employees’ performance, while the remaining 2.5% could be due to the effect of extraneous variables. This implies that three organizational commitment dimensions jointly have positive and significant impact on employees’ performance. Furthermore, affective commitment ($\beta = 0.375$; $t = 8.335$; $P < .01$), normative commitment ($\beta = 0.345$; $t = 10.074$; $P < .01$) and continual commitment ($\beta = 0.285$; $t = 6.854$; $P < .01$) were independently predicts employees performance at 1% level respectively. This implies that affective commitment, normative commitment and continual commitment were independently has significant influences on employees’ performance. This result conforms to Qaisar et al, (2012) that all organizational commitment dimensions; affective, normative and continual were jointly and independently predict officers’ performance. However, the result is contrary to Somers and Birnbanm, (1998) findings, that both affective and normative commitments were unrelated to job performance. The result indicated that authorities of Oyo State owned tertiary institutions can acquire better performance results by attaching employees for affective commitment, increasing sunk costs for employees if they leave institutions for continuance commitment and increasing their obligation level for building normative commitment.

Conclusion and Recommendation

The objective of this research paper is to examine the impact of organizational commitment dimensions on employees’ performance among academic staff of Oyo State owned tertiary

institutions. This study has highlighted three components of organizational commitment as important factor which can contribute towards performance improvement of academic staff in Oyo State owned tertiary institutions. Result revealed that organizational commitment dimensions jointly and independently influence employees' performance among academic staff of Oyo State owned tertiary institutions. Result also showed that academic staff of Oyo State owned tertiary institutions are willing to stay and devote themselves to accomplishing job objectives because they have the same values and goals within the institution. Therefore, the paper recommended that management of tertiary institutions and policy makers should take measures to enhance academic staff' performance through increased commitment level.

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