Employee commitment and job performance are considered to be an issue in Federal University Dutsin-ma to achieve high employee performance. The objective of this study is to study the employee commitment in relation to the performance of FUDMA Staff. The study investigated the impact of three dimensions of employee commitment—continuance, normative and affective commitments on employee job performance. The researcher adopted a descriptive survey research design; total sample of 299 were selected using convenience sampling technique. Questionnaires were used to collect the data. Both Pearson Product Moment Correlation Coefficients and Multiple Regression Analysis using SPSS were used to analyze the data. The results show that there is a significant relationship between continuance commitment and job performance. As unexpected, the relationships between normative and affective commitment are not supported. The paper recommends the University to consider provision of incentives and conducive atmosphere that will enable employees to have affection for their jobs.

**Key words:** Employee commitment, Job performance, Federal University Dutsin-ma

**INTRODUCTION**

Despite the high level of unemployment in Nigeria, organizations are finding the few and successfully employed personnel not to perform to optimum level (Agba, Nkoyen, & Ushie, 2010). The concern and challenge of all executives is how to ensure the optimal performance of its employees (Wang, Albert, & Sun, 2020). It is imperative to note that for every organization to compete with its sister organization or to have outstanding performance, it must give its employees leverage to have a maximum commitment (Hudson, González-Gómez, & Claasen, 2019).
Employee commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance.

Employee commitment is considered to be a natural process for effective performance of individuals and organizations (Armstrong, 2005). Each leader or Chief Executive strives hard to persuade his/her employee’s commitments in the organization. This is achieved through the use of various employee motivation tools such as; Intrinsic motivation, job involvement and job satisfaction. As such, it is imperative to note that employee commitment is a fundamental activity for the success of each and every organization (Mahmood, Akhtar, Talat, Shuai, & Hyatt, 2019).

Employee development programs provide chances for promotion and career growth. Such activities in an organization create commitment in employees, which is a basic requirement for effective functioning of organization. In today’s competitive environment, preparing and retaining committed employees is imperative for organization (Meyer, & Allen, 1991).

In the past, organizations provide job securities to its employees to improve their commitment level in the organization and to improve their productivity. Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better job performance that leads to organizational success (Yu, Yen, Barnes, & Huang, 2019).

Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism, and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall job performance. The study of employee commitment is important because of the following reasons:

Firstly, (Lo 2009) noted that employees with sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life. Secondly, workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained. Thirdly, employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled to their jobs. Finally, in the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure.

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, 2010; Ajila and Awonusi, 2004). As such, it is important for employers and managers alike to know how to get the best of their workers. One of the antecedent determinants of workers’ performance is believed to be employee commitment (Ali, 2010; Ajila and Awonusi, 2004).

Commitment 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 (Hunjra, 2010). Furthermore, employees who share a
commitment to the organization and their collective well-being are more suitable to generate the social capital that facilitates organizational learning.

It is therefore important for organization to know the aspects that play important role or have big impact in boosting the commitment of their employees. Several factors had been identified in the literature as determinants of employee commitment. Some of the identified factors include leadership style (Lo, 2009); organizational fairness (Ponnu and Chuah, 2010); corporate social responsibility (Ali et al, 2010) etc. However, most of the past studies on employee commitment were not related to Nigerian business environment. Some of the findings of these studies may not be applicable to Nigeria. Hence, it is pertinent to examine the role of employee commitment in achieving effective performance in the Federal University Dutsin-Ma, Nigeria.

**Statement of the Problem**

According to the Ashkanasy et.al (2000) as cited in Bandula, & Jayatilake, (2016) commitment is not a straightforward concept—it is the end product of a complex set of psychological relationship between employer and employee. The effectiveness of the organization depends on contribution of people who work in them which is a key factor of the organizational performance (Patterson et.al, 2003). Employee commitment is a positive psychological contract between employer and employee is fundamental to improving performance (Patterson et.al, 2003). But objections of this, “many organizations still neglect to invest resources and creativity in the management of a person's commitment within organizations (West etal., 1996).

Lack of employee commitment gave negative effect on the organizational performance; hence it is forced to failure of an organization not achieving the organizational goals & objectives. Highly employee commitment can be positively influenced on job performance of the organization (Wang, Albert, & Sun, 2020). However, it is not an easy task for the company management due to some problems based on the fact.

Although there were studies of commitment in world and local context with inconsistence findings, the issue of non-teaching staff commitment has been one of the job performances issues yet to be properly addressed, particularly, in Federal University Dutsin-Ma. Efforts have been made by the Registrar’s of the different administration to address their visions and missions, unfortunately, ignoring how employees’ commitment determine the intended performance of success.

The Management of Federal University Dutsin-Ma (FUDMA) finds themselves in a state of confusion whenever it noticed that employees are not committed to their jobs as expected, or in a situation where the committed employee performance is reducing. Even-though it is a non-profit making organization, nonperformance by the employees creates a great set back to the organization that finds itself in a situation of employees reducing their performance.

**Research Questions**

1. What is the relationship between affective commitment and employee job performance?
2. What is the relationship between continuance commitment and employee job performance?
3. What is the relationship between normative commitment and employee job performance?
Objectives of the Study

The specific objectives of the study are to:
1. Investigate the relationship between affective commitment and employee job performance
2. Examine the relationship between continuance commitment and employee job performance
3. Examine the relationship between normative commitment and employee job performance

Research Hypotheses:

Based on the research questions, the following are the hypotheses of the study:
HO1: Normative commitment has no significant impact on job performance.
HO2: Continuance commitment has no significant impact on job performance.
HO3: Affective commitment has no significant impact on job performance

LITERATURE REVIEW

Commitment is the state or quality of being dedicated to a cause, activity, etc. It is an engagement or obligation that restricts freedom of action. It can also be seen as the experience of the staff in an organization, their skills and knowledge used in achieving the objectives of the organization.

Commitment is the measure of the strength of the employee’s identification with and involvement in a particular Organization (Matheus & Zajac, 1990). Today Employees are increasingly self-assured of their value to employers and would consciously choose to work for those organizations that meet the above workplace expectations. Organizations that demonstrate commitment to employees will attract and retain the desired workforce and will ultimately win the battle for the workforce share (Madigan et al., 1999:1)

This section considers the current literature which deals with employee commitment and workers’ performance. Although, many of the studies reviewed did not address the employee commitment among Nigerian workers directly, their findings are considered applicable to the Nigerian scenario.

Concept of Employee Commitment

According to Akintayo (2010), as cited in IOSR Journal of Humanities and Social Science (IOSR-JHSS) Volume 19, Issue 3, Ver. I (Mar. 2014), PP 33-41; ‘employee commitment can be defined as the degree to which the employee feels devoted to their 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.
Theoretical review:

There are a lot of theories that explain job performance among employees in an Organization. In the context of this study, the researcher adopts behavioral control theory, which is sometimes referred to as the Theory of Planned Behavior. The Theory posits that behavioral control is an outcome of control beliefs, or, more specifically, beliefs about the “presence of factors that may facilitate or impede performance of a behavior” (Ajzen, 2011). Behavioral control varies based on individuals' “salient beliefs concerning adequate resources and opportunities” (Armitage & Conner, 2001). In the case of organization-sponsored causes, when individuals anticipate “obstacles or impediments” to the performance of cause related behavior, behavioral control is likely to be low. On the other hand, the presence of “facilitating” factors such as time off, training, tools, building space, and other means that enable employee participation is likely to heighten individual's sense of behavioral control (Armitage & Conner, 2001).

This theory is related to the research because it can explain the extent to which normative, Affective and continuance commitment can be a source of job performance or otherwise in an organization.

Employee Commitment and Job performance:

The major determinant of an organizational success is largely determined by its employee commitment to the work. The workers can be categorized into two; the low committed and the high committed. The high committed assumed to be part of the organization. They always have the organization in their heart. What affects the organization directly affects them. As such they are always ready to sacrifice for the organization to prosper.

On the other hand, employees with low commitment have less concern for the success of the organization. They are more concerned with their salary at the end of the month. They are the type of employees that always find ways of finding additional allowances which they deserve not. They show seriousness in the work only when they are expecting additional reward, but they are not after the success of the organization. They always see themselves as staff on transit, looking for more attractive job.

As cited in IOSR Journal of Humanities and Social Science (IOSR-JHSS) Volume 19; the relationship between employee commitment and workers’ performance has been studied under various disguise. Khan, (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance.

Researchers also indicate that the more committed employees are, the more likely their employer will exceed the industry average in its revenue growth. Employee commitment is found to be higher in double-digit growth companies. Research also indicates that commitment is positively related to job performance.
Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). They found that employees having greater employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work. They therefore concluded that organizations could improve their performance through employees’ commitment by engaging in social activities since such activities also include the welfare of employees and their families.

**Independent variables**

- Normative Commitment
- Continuance Commitment
- Affective Commitment

**Dependent variables**

- Job Performance

**Fig. 1: conceptual frame work**

Source: Developed by the Researchers, 2020.

**METHODOLOGY**

For the purpose of this research, the researchers adopted a descriptive survey research design. The population for this comprised of all staff of Federal University Dutsinma (FUDMA) comprising 1179 staff. Therefore, the total sample size is made up of two hundred and ninety-nine (299) staff selected using convenience sampling technique. For the purpose of Data Collection, structured questionnaire was used to collect information from the study’s participants using Employee Commitment Questionnaire (ECQ) and Job performance Questionnaire (OPQ).

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

The sample size was calculated using Taro Yamane’s formula to determine the sample size from the population.
Taro Yamane’s formula is given as;
\[ n = \frac{N}{1 + (e)^2} \]

Where  
- \( N \) = Population of the study (1179) 
- \( n \) = Sample size (?) 
- \( e \) = Level of Significance at 5% (0.05) 
- \( I \) = Constant

\[ n = \frac{1179}{1 + 1179 \times (0.05)^2} \]
\[ n = \frac{1179}{1 + 2.9475} \]
\[ n = 1179 / 3.9475 \]
\[ n = 299 \]

**RESULTS AND DISCUSSIONS**

The objective of this research is to investigate the effect of employee commitment in FUDMA. To achieve this, 299 Questionnaires were administered, which only 103 were completed and returned. This gives us 45% response rate which is suitable for analysis. Therefore, the analysis of this research is based on 103 questionnaires.

**Hypothesis Testing**

A Correlation test is conducted in order to analyze the relationship between employee commitment and Job performance. Job performance is positively and significantly correlated to continuance commitment (.393**). The relationship between Affective commitment and Job performance and also the Normative commitment and Job performance were also positive (0.185*, 0.342**). In order to test the impact of each dimensions of commitment (Affective Commitment, Continuance Commitment, and Normative Commitment) on Job performance, a correlation test was conducted. Table 1 shows the results of the relationship between employee commitment and Job performance and it can accept the hypotheses one (H1) and below mentioned table 3 present that employee commitment and Job performance is correlated is 0.365** at a significant level of 0.01.(two tailed test.) H1. There is a significant relationship between Employee commitment and Job performance.
Table 1. Result of correlation between employee commitment and Job performance

<table>
<thead>
<tr>
<th></th>
<th>Job Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment</td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.185*</td>
</tr>
<tr>
<td>Sig (2-tailed)</td>
<td>.049</td>
</tr>
<tr>
<td>N</td>
<td>103</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.393**</td>
</tr>
<tr>
<td>Sig (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>103</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.342**</td>
</tr>
<tr>
<td>Sig(2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>103</td>
</tr>
</tbody>
</table>

Source: computed by Researcher using SPSS

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

*. Correlation is significant at the 0.05 level (2-tailed).

**Regression Analysis**

The previous analysis, which is correlation analysis used in the measure of the relationship between the independent variable and the dependent variable. Regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables when the focus is on the relationship between a dependent variable and one or more independent variables (or 'predictors'). In this research, simple linear regression was used to investigate the impact of employee commitment on job performance.

**Table 2 Coefficients**

<table>
<thead>
<tr>
<th></th>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>B 14.850 Std. Error 2.303</td>
<td>Beta .305</td>
<td>.6.448</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Employee Commitment</td>
<td>.127 Std. Error .038</td>
<td>Beta .305</td>
<td>3.390</td>
<td>.001</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Job performance

The data of simple linear regression shows the combined effect of employee commitment on job performance
### Table 3 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.414&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.171</td>
<td>.149</td>
<td>2.6613</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Normative commitment, Affective commitment, Continuance commitment  

b. Dependent Variable: job performance  

Source: Compute by researcher using SPSS.

Result of Multiple Regression Analysis the data of simple linear regression show the combined effect of employee commitment on job performance. In this research, the R is 0.414 and R² (Coefficient of determination) of the regression model is 0.171 (P=0.000) indicating that 17.1% of variance in job performance and which suggests employee commitment has significantly explained 17.1% of the variance in the job performance. (F= 7.581, P< 0.05)

### Table 4

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>15.728</td>
<td>1.795</td>
<td>8.761</td>
<td>.000</td>
</tr>
<tr>
<td>Affective commitment</td>
<td>-0.015</td>
<td>0.088</td>
<td>-0.017</td>
<td>-1.72</td>
</tr>
<tr>
<td>Continuance commitment</td>
<td>.269</td>
<td>.101</td>
<td>.298</td>
<td>2.666</td>
</tr>
<tr>
<td>Normative commitment</td>
<td>.130</td>
<td>.089</td>
<td>.167</td>
<td>1.462</td>
</tr>
</tbody>
</table>

a. Dependent Variable: job performance  

Source: Compute by researcher using SPSS.

Based on the regression analysis, the results show that continuance commitment had a significant effect (P<0.1) on job performance. The table shows a positive relationship between continuance commitment and job performance. On the other hand the table shows a negative non-significant relationship between Affective Commitment and job performance.

### FINDINGS

The consequences of commitment suggested that further research should explore “different models to account for the organizational commitment-work outcome relationship”. Based on the researcher’s suggestions, the research was done by collecting data through distribution of questionnaire within the University. The questionnaires were distributed to 299 staff of Federal University Dutsin-Ma. As a result of the researcher’s investigation of the link between employee...
commitment and organizational performance in FUDMA, the study found that employee Continuance commitment is significantly related to Job Performance. So, we can say that there is a significant and strong relationship between Continuance commitment and job performance in the Organization.

CONCLUSION

Employee commitment is one of the essential indicators for an Organization to compete favorably. Employees who are strongly committed desire to remain and exhibit good performance in their job. Results obtained in this study are largely consistent with the results obtained in research of employee commitment and job performance conducted in other Organizations. Although the findings of the study added to the available empirical evidence and suggest that such declaration have some credibility. The success of organizations largely depends on the ability of employees to show full commitment which invariably will influence performance of the Organizations.

RECOMMENDATIONS

In view of the above research findings, the Researchers therefore recommends that the University should strongly consider producing incentives such as giving training opportunities to employees, timely promotion, etc, and conducive atmosphere that will enable the employees to have affection for their job and the organization in general. That way, the organization will be able to retain their employees and subsequently improve their performance.

REFERENCES


