

Employees' Commitment and Organizational Performance in Onitsha North & South Local Government Area, Anambra State

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Abstract: *The study examined employees' commitment and organizational Performance State in Onitsha North & South Local Government area. Anambra State. The researcher developed four objectives which were: to evaluate the effect of, affective commitment Area, continuance commitment, normative commitment and value commitment on the quality of service in Onitsha North & South Local Government Area, Anambra state. Data was generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the two selected Local Government Area. The population of the study was six hundred and ninety-nine (699). The sample size of the study were six hundred and ninety-nine (699), While five hundred and seventy-seven (577) were retrieved. The hypotheses were tested using regression analysis method at 0.05% level of significance. The findings of the study revealed, Affective commitment has significant positive influence on the quality of service in Onitsha North & South Local Government Council. Continuance commitment has significant positive effect on the quality of service in Onitsha North & South Local Government Council. Normative commitment has significant positive effect on the quality of service in Onitsha North & South Local Government Council. The study recommends that Managers should prioritize and have their concentration more on those factors that will increase the employee's Affective commitment to a higher level so as to maintain a competitive standard in the market. Management needs to improve organizational performance through compulsory training programmes for all employees in order to improve continuance commitment and understanding.*

Key words: *employees' commitment, organizational Performance, continuance commitment, normative commitment and value commitment*

1.1 Introduction

In today's competitive world, every organization is faced with new challenges regarding sustained productivity and creating committed workforce. Hence, it is important to understand the concept of commitment and its feasible outcome (Dixit & Bhati, 2012). Employees now have to think like entrepreneurs while working in teams and have to prove their worth. People are the most important drivers of a company competitive advantage. Commitment according to (Jaw & Liu (2014) is not only a human relation concept but also involves generating human energy and activating the human mind. Without commitment, the implementation of new ideas and initiatives will be compromised (Ramus & Steger 2000). Commitment is a force that binds an individual to a course of action of relevance

to one or more targets (Meyer & Herscovitch 2011). Human resource system can facilitate the development or organizational competencies through eliciting employees' commitment to the firm (Boxall & Macky, 2009).

Employee commitment has been defined as the degree to which the employee feels devoted to their organization (Akintayo, 2010). Ongori (2007) describes employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Meyer and Herscovitch (2001) and Reetta (2018) see it as a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of important to a particular target. It is therefore, important to note that all these definitions take into cognizance employees' loyalty and affection. However, employees are committed when they perceived fairness in their psychological contract. Employees are the major composition of the resources in any organization thus, having the potential to ruin or make their unit succeed. Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, Sharan & Wei, 2019). As such, it is important for employers and managers alike to know how to get the best out of their workers. In today's competitive business environment, human factors are very significant for enterprises to gain sustainable competitive advantage (Kaplan & Kaplan, 2018, Qaisar, Rehman & Suffyan, 2012). Committed employees develop a bond with an organization, which creates better organizational performance. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better (Andrew, 2017; Yildirim, Acar, Baykaktar & Akova, 2015). This implies to an extent that the success of an organization is a function of employee commitment. To get employees committed is therefore fundamental to managers, but at the same time challenging as well. Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behavior, such as lateness, absenteeism and turnover (Irefin & Mechanic, 2019).

Hence, there is no doubt that these values appears to have potentially serious consequences for overall organizational performance. Despite the consensus in acknowledging the benefit of employee commitment to organizational performance, employee commitment is not automatic.

Committed employees are increasingly becoming a valued asset in organizations. For the purpose of this study employee commitment is viewed as commitment to the organization as well as employees „commitment to their occupations (Robinson, 2019). Over the last ten years, the study of commitment has advanced in many different directions. A variety of disciplines have adopted the topic as a theme in their research and these have offered fresh and significant insights (Brown, McHardy, McNabb, and Taylor, 2011). These recent advances include new approaches to the conceptualization of employee commitment. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member (University of Pretoria et d-Coetzee, 2015). It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently.

Employees now have to think like entrepreneurs while working in teams, and have to prove their worth.

Committed employees are more productive and work with a focus on quality to increase customer satisfaction and the profitability of their organization. High employee commitment also leads to superior performance. Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore display higher levels of performance and productivity (Steinhaus and Perry, 2016). In many organizations there is a growing gap between the expectations of employers and what they are prepared to do. To succeed in the face of increasing competition, organizations need improved productivity at all levels. This requires commitment on the part of all employees which can only be achieved through better management practices. Poor supervision and failure on the part of managers and supervisors to create a committed workforce can lead to the loss of valued employees.

Employee commitment is an important part of driving organization performance as committed employees are satisfied, and willing to go an extra mile to ensure timely delivery on the organization's objectives (Gonring, 2018). According to Robinson (2016), research evidence on employees' commitment gathered more than two decades ago, showed that employers are sometimes baffled when their highly-rated employees underperform and others resign and leave the organization. Management fail to understand why some employees are not committed to the organization even though they have proactively implemented fair compensation policies and human resource (HR) practices to motivate and retain them. It can be costly if employees are not committed in their jobs, and if they lack the motivation to exercise their full potentials. This needs to be qualified to reflect the changing nature of employer-employee relationship. A current trend in employment practices like the unwritten contracts signed by employees when they are being employed, unnecessary retrenchment, downsizing and acquisition practices of firms affects the level of employees dedication to that particular organizations (Robinson, 2006). When firms seek ways to foster commitment ideals, the chances of an employee looking for employment in another organization is lowered.

1.2 Objectives of the Study

The main objective of this study is to investigate the employees' commitment and organizational performance in Onitsha North & South Local Government area, Anambra state. Specific object are to:

- i. Examine the effect of affective commitment on the quality of service in Onitsha North & South Local Government Area, Anambra state
- ii. Determine the effects of continuance commitment on the quality of service in Onitsha North & South Local Government Area, Anambra state
- iii. Investigate the influence of normative commitment on the quality of service in Onitsha North & South Local Government Area, Anambra state
- iv. Investigate the influence of value commitment on the quality of service in Onitsha North & South Local Government Area, Anambra state

1.3 Hypotheses

The following null hypotheses were developed in line with the objectives of the study to give direction to the study at .05 level of significant

Ho₁: Affective commitment has no significant positive effect on the quality of service in Onitsha North & South Local Government Area, Anambra state .

Ho₂: Continuance commitment has no significant positive effect on the quality of service in Onitsha North & South Local Government Area, Anambra state

Ho₃: Normative commitment has no significant positive influence on the quality of service in Onitsha North & South Local Government Area, Anambra state

Ho₄: Value commitment has no significant positive influence on the quality of service in Onitsha North & South Local Government Area, Anambra state

REVIEW OF THE RELATED LITERATURE

2.1 Theoretical Framework

This study is suitably anchored on Affective Events Theory (AET) propounded by Howard in (1974). The theory explains how emotions and moods influence employee commitment, organizational performance and job satisfaction. It emphasizes the linkages between employees' internal influences such as cognitions, emotions, mental states and employees' reactions to such incidents that occur in their work environment which affect their job performance, commitment and job satisfaction. This theory stresses that affective work behaviours are explained by employee's mood and emotions while cognitive based behaviour is the best predictor of job satisfaction.

Affective events theory maintains that positive-inducing (up lifts) as well as negative inducing (hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon worker's job satisfaction. The result of internal factors such as cognition, emotions, mental states and external affective reactions displayed through job satisfaction, job performance and employee commitment? The theory also posits a positive relationship among job satisfaction, commitment, recognition, market share and retention or turnover in the organization. Workers who report low satisfaction are likely to engage in planned quitting whereas employees who report high job satisfaction will remain, display high level of commitment, influence organizational market share locally and internationally and invariably leads to recognition of the employees and the organization locally and globally. The increase in market share of the organization's products/services as a result of general acceptance of the organization's offerings influences both the employees and the organization locally and internationally and as well lead to increase in the profitability of the organization. In hospitality industry, employee's commitment is affected by events within the working environment like the level of share of the market of the company's products/services, the level of acceptance or recognition of the presence of the company locally and globally, the level of profitability of the company which may lead to job satisfaction and retention or intention to quit which in the long run affect the sustainability and overall performance in the hospitality industry.

2.2 Empirical Review

Norizan, (2020) examined the relationship between components of organizational commitment and job satisfaction among employees at higher learning education institutions in Kelantan. This study could make important contribution to extant research in management and organizational behavior. In the beginning of this study, the purpose, research questions, and the need for the study was given. Then, literature was discussed about organizational commitment and job satisfaction that focusing on the relationship between them. The study generated a 96.3 percent response rate from 300 respondents. The result showed that affective, continuance and normative commitment that was not found to have significant positive relationship with job satisfaction.

Quresh, Zaman and Shah (2018) examined the relationship between employee commitment rewards and organizational performance. The descriptive survey method was adopted for this study. Questionnaire was used to collect data from 470 respondents in Pakistan in cement industry. The study engaged Spearman's correlation method to test hypotheses formulated for the study at .01 level of significance. The study also found that recognition employee committed used in cement factories are good for the maximum organizational performance.

Udo-Anyanwu and Amadi (2018) studied employee commitment and job satisfaction of librarians in academic libraries in Imo State, Nigeria. It was carried out to determine the relationship between employee commitment and job satisfaction among library staff in tertiary institutions in Imo State. Correlational research design was adopted. Pearson Product Moment Con-elation and t-test were used in testing hypotheses. The result of the study showed that majority of the library staff indicated that they were highly commitment with their job. There is a positive relationship between level of employee commitment and job satisfaction among library staff.

Bipeledei and Dickson (2018) studied employee commitment to work as an ingredient for service delivery of selected firms in Bayelsa State. Ten research questions were posed based essentially in testing employee commitment to work and the experiences they gain as team players. The random sampling method was adopted to ensure adequate representation of the entire element under studied. Questionnaires were designed, distributed, collected and analysed. The results of the study revealed that there is a significant relationship between employee commitment to work and increase in productivity in the firms. It was recommended amongst others that to increase productivity and harmony in the working place, management should crave others that to increase productivity and harmony in the working place, management should crave the enabling environment to motivate employment to be committed to work and put in their best so as to increase productivity.

Teferi, (2017) examined the effect of employee commitment practice on organization performance with special reference to catering and tourism training institute. Explanatory method of research was adopted. A questionnaire designed to collect the data on the factors related to rewards like pay/salary, benefit, promotion, working condition, responsibility, recognition and organization performance. Total number of respondents in

this study was 75 with 6 non-response rate. Primary data was gathered using adopted questionnaires. Descriptive statistics was used to summarize the data. This includes Percentage, frequencies mean and standard deviation. Tables and other figural presentations were appropriately used. Correlation analysis was used to identify the relationship between employee commitment and organization performance. The findings obtained indicated that employee commitment have a positive influence on organization performance.

Omokorede, (2017) studied employee commitment and organization performance of selected manufacturing companies in Lagos State, Nigeria. This study adopted survey research design. The target population comprised of 3105 staffs of technical/production department in the three manufacturing companies in Lagos state Nigeria Taro Yamane's formula was used to determine the sample size of 459 respondents. Data were analyzed using descriptive statistics (Frequencies, percentages, inferential statistics (regression). The findings revealed that there was a significant positive relationship between sense of accomplishment and employee task performance. Recognition & appreciation has a significant positive effect on organizational performance. Salary & wages has no significant positive effect on organization performance. Fringe benefits has a significant positive effect on employee's performance. It was concluded that employee commitment variables had positive effect on organizational performance. It was recommended that organizations should ensure that they provide the needed motivation, compensation or remunerate that will spur employees to act towards commitment their task performance.

Ahmed and Sadia (2017) explored the relationship between employee commitment and organizational performance of private banks in Pakistan A sample of 92 respondents in three districts (Lodhran, Vehari, Khanewal) of south Punjab, Pakistan was taken from HBL, ABL, MCB, UBL and BOP banks. In order to analyze the data, regression analysis has been used. The result of this study reveals that there is the presence of a relationship between employee commitment on organizational performance in the banking sector in Pakistan.

Jimenez and Toni (2017) examined perceived employee commitment impacts the effectiveness of job performance among employees of unionized organizations vs employees of non-unionized organizations. The sample consisted of 100 employees from different positions and different organizations, with both union and non-union participation from the Miami International Airport. They were surveyed on a Likert scale questionnaire that had items targeted to measure their perception of job security, and job performance. The evidence results indicated that employee commitment are more susceptible to show better performance in their work place when in the context of the unionized organizations. The results indicated that the employee commitment offered by union participant organizations can be used as a predictor of increased job performance, and to some extent to the employee's behavior within the organization.

Oashi, Zeljko and Boris. (2017) employee commitment and human capital analysis of individual values of employees carried out on the basis of the Schwartz theory of basic human values. A survey research design was used in the study. The sample of the study consisted of 1166 respondents from a population of six European countries (Croatia, Hungary, Italy, Romania, Serbia and Slovenia). Questionnaire was used for data collection.

Split-half method was used to determine the reliability index of the instrument. The Cronbach reliability index of 0.75 was obtained. Data collected was analyzed using t-test and AN OVA. The result shown employee commitment in organisational context can be used in a form of value profiles at regional level. The research showed how employee commitment can be formed and how they can contribute to increase managers' awareness of human resources potentials and thus increase human capital of an organisation. Croatian and Serbian employee commitments show similarities, while Romanian and Hungarian employees' profiles are more distinctive.

METHODOLOGY

3.1 Research Design

The study adopts a descriptive and explanatory research approach. Use of descriptive statistics will be applied because of its capability to summarize large quantities of data using understood measures in form of graphical and numerical techniques (Burns, 2000).

3.2: Area of Study

Onitsha South and North are two Local Government out of the 21 Local Government in Anambra state, Nigeria, Onitsha, which was originally known as "Ọ̀nị̀chà Mmílí or just Ọ̀nị̀chà, is a city located on the eastern bank of the Niger River, in Anambra State, Nigeria. A metropolitan city, Onitsha is known for its river port and as an economic hub for commerce, industry, and education. It hosts the Onitsha Main Market, the largest market in Africa in terms of geographical size and volume of goods. The state's sobriquet is "light of the nation" As of early 2022, Onitsha has a rising estimated population at 1,553,000 (Online source, 2023). The indigenous people of Onitsha are Igbos and speak the Igbo language. The Onitsha people are referred to as Ndi Onicha

3.3: Sources of Data

With respect to this research, the researcher makes use of primary and secondary sources of data. The primary sources of data include the questionnaire, while the secondary sources of data include the journals, magazines, textbooks and internet.

3.4 Population of the Study

The target population of this study was limited to employees working at Onitsha north and south Local Government Area

Population Distribution of the Employees of the Two Selected Local Government Councils in Anambra State

S/N	Local Government	Junior Staff	Senior Staff	Total
1	Onitsha South	35	326	361
2	Onitsha North	45	295	338
TOTAL		80	668	699

Source: Local Government Service Commission (2023)

Since the population is not up to one thousand, the researcher will adopt 699 as the sample size of the study.

3.5 Instrument of Data Collection

The researcher use structured questionnaire. The questionnaire contains close-ended questions which were used to get the views and opinions of respondents on the effect of employee commitment on organizational performance in Onitsha North & South local government council, and these questions were used to get the exact data. Matrix questions that utilize the Likert rating scale were used.

Likert scale	Abbr.	code
Strongly agreed	SA	1
Agreed	A	2
Undecided	U	3
Strongly disagreed	SD	4
Disagreed	D	5

3.6 Method of Data Analysis

The collected data was analyzed using quantitative data, analysis methods. Descriptive statistics such as mean and standard deviation was used to present quantitative data in form of tables. Data from questionnaire will be coded and entered into the computer using Statistical Package for Social Science (SPSS Version 21) for analysis.

3.7 Model Specification

The study was designed to assess the effect of employee commitment on the organizational performance in Onitsha north and south LGA as the study area. Given this background and objectives of the study, the model is specified as follows:

$$\text{Quality of Service} = Y \text{ (AC, CC, NC, VC,)} \quad - \quad - \quad - \quad - \quad (1)$$

Specifying equation (1) in an econometric form, we have:

$$\text{EMP} = Y + X_1 \text{ AC} + X_2 \text{CC,} + X_3 \text{NC} + X_4 \text{VC} + \mu_t \quad - \quad - \quad - \quad - \quad - \quad (2)$$

Where: The regression model is represented as:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_n X_n + e$$

Where:

- Y = Quality of service (QS)
- a = Constant Term
- β = Beta coefficients
- X₁ = Affective Commitment (AC)
- X₂ = Continuance Commitment (CC)
- X₃ = Normative Commitment (NC)
- X₄ = Value Commitment (VC)

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This section presents the questionnaires issued and the ones that were returned to the researcher for analysis. However the number of questionnaires distributed was six hundred and sixty-nine (699), whereas five hundred and seventy-seven (577) filled well and returned in good condition. The number of returned questionnaire will be used for the analysis of the study

Table 4.1: Respondents’ Demographic Variables

4.1.1 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	451	75.5	78.2	78.2
Female	126	21.1	21.8	100.0
Total	577	96.6	100.0	

Source: Field Survey 2023

The above table reveals that the four hundred and fifty-one (451) of the respondents which represents 78.2 persons were male respondents, while one hundred and twenty-six (126) respondents which represent 21.8% were female respondents. By implication, male respondents were more than female respondents by 56.1 respondents in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	384	64.3	66.6	66.6
Single	193	32.3	33.4	100.0
Total	577	96.6	100.0	

Source: Field Survey 2023

In the table above, out of the five hundred and seventy-seven (577) respondents, three hundred and eighty-four (384) of the respondents were married, while one hundred and ninety-three (193) respondents which represent 33.4 percent are single. It is therefore glaring that the majority of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, and married, and respondents that answered the distributed questionnaire

4.1.3 Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid WAEC/NECO	123	20.6	21.3	21.3
BSC/HND	177	29.6	30.7	52.0
MSC/MBA	198	33.2	34.3	86.3
PHD	79	13.2	13.7	100.0
Total	577	96.6	100.0	

Source: Field Survey 2023

The table above indicates that one hundred and twenty-three (123) respondents which representing 21.3% percent maintain to acquired WAEC OR NECO while 30.7% percent of the respondents which represents one hundred and seventy-seven (177) have BSC/HND. However one hundred and eighty-nine (189) respondents which represent 34.3 percent either have MSC or MBA. More so, seventy-nine (79) respondent which represents 13.7% have acquires phd. This as the one of demographic item helps us to identify the education qualification of the respondents.

4.1.4 AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	313	52.4	54.2	54.2
26-33	132	22.1	22.9	77.1
34-40	31	5.2	5.4	82.5
41-50	37	6.2	6.4	88.9
51-ABOVE	64	10.7	11.1	100.0
Total	577	96.6	100.0	

Source: Field Survey 2023

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 54.2% of the respondents are between the age brackets of 18 to 25 years while 22.9% respondents are within the age bracket of 26-33 years. On the same note, 5.4% of the respondents are within the age bracket of 34 - 40 years. On the same note, 6.4% of the respondents are within the age bracket of 41 - 50 years, while the remaining respondents representing 11.1% are within the age bracket of 51 years and above.

4.1.5 Years in service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-10	293	39.0	50.8	40.4
11-15	161	27.0	27.9	68.3
16-20	80	13.4	13.9	82.1
21-above	43	7.2	7.5	100.0
Total	577	96.6	100.0	

Source: Field Survey 2023

The table above indicates that two hundred and ninety-three (293) respondents which representing 50.8% percent maintain that they have been in the services for 10yres or less while 27.% percent of the respondents which represents one hundred and sixty-one (161) have work in the local government for over 15yrs. However eighty (80) respondents which represent 13.9 percent either have work for 16-20 years. More so, forty-three (43) respondent which represents 7.3% have work between 21-above. This as the one of demographic item helps us to identify the number of years the respondent has work for.

4.2 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.2.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.437 ^a	.514	.507	1.16679	.114	18.315	4	572	.000	1.616

a. Predictors: (Constant), VC, AC, NC, CC

b. Dependent Variable: QS

Table 3 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 51%. This implies that 51% of the variation in quality services is explained by variations in Affective commitment, continuance commitment, normative commitment, and value. This was supported by adjusted R^2 of 51%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.616 in table 4.3.1 showed that the variables in the model are not auto correlated and that the model is reliable for predications.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.737	4	24.934	18.315	.000 ^b
	Residual	778.714	572	1.361		
	Total	878.451	576			

a. Dependent Variable: QS

b. Predictors: (Constant), VC, AC, NC, CC

The f-statistics value of 18.315 in table 4.5 with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variables such as Affective commitment, continuance commitment, normative commitment, and value commitment can collectively explain the variations in quality service.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.402	.199		2.021	.044	.011	.792
AC	.227	.131	.146	2.736	.003	.030	.483
CC	.148	.137	.087	3.085	.000	.120	.417
NC	.014	.205	.005	2.066	.002	.388	.416
VC	.641	.185	.245	3.463	.000	.277	1.004

a. Dependent Variable: QS

A’p priori Criteria: This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In table above, we found out that Affective commitment has a positive sign given its value as .227, this implies that a unit increase in Affective commitment increases the organizational performance by 22%, this conform to the a’ priori expectation. Continuance commitment has a positive sign given its value as .148; this implies that a unit increase in continuance commitment increases the organizational performance by 14%, this conform to a’ priori expectation. normative commitment has a positive sign given its value as .014; this implies that a unit increase in normative commitment increases the organizational performance by 14%, this conform to theoretical expectation. Value commitment has a positive sign given its value as .641; this implies that a unit increase in Value commitment the organizational performance by 61%, this conform to theoretical expectation.

However, Affective commitment variables have regression t-value of 2.736 with a probability value of 0.003. This implies that Affective commitment has a positive and significant effect on profitability. Continuance commitment has a regression t-test of 3.085 with a organizational performance value of 0.000 implying that continuance commitment variable have positive and significant effect on organizational performance

On a similar note, normative commitment variable have a t-test value of 2.066 and a probability value of 0.002. This shows that normative commitment has a positive and significant effect on organizational performance. Value commitment has a regression coefficient of 3.463 with a probability value of 0.000. This implies that value commitment has a positive and significant effect on profitability.

4.3 Hypotheses Testing

Hypothesis One

H_{o1}: Affective commitment has no significant positive influence on the quality of service in Onitsha North & South Local Government Council.

Interpretation:

Drawing inference from our regression result in table 4.4.5 above, the analysis showed that the t-value of Affective commitment (AC) is 2.736 which is more than 2 while its probability is 0.003 less than $p < 0.05$ level of significance and at the 95% level of confidence intervals: (lower bound=0.030, upper bound=0.483) Thus, we reject the null hypothesis (H_o) and accept the alternate hypothesis (H₁) which said that Affective commitment has significant positive influence on the quality of service in Onitsha North & South Local Government Council

Hypothesis Two:

H_{o2}: Continuance commitment has no significant positive effect on the quality of service in Onitsha North & South Local Government Council

Interpretation:

From table 4.4.5, Continuance commitment (CC) in quality of service has shown a statistically positive significant relationship on the quality of service in Onitsha North & South Local Government Council with t- value = 3.085 which is more than 2; with $P=0.000$ less than $P < 0.05$ level of significance. The 95% level of confidence intervals: (Lower bound=0.120, upper bound= (0.417) Thus, we accept the alternate hypothesis (H₁) and reject the null hypothesis (H_os) which implies that Continuance commitment has significant positive effect on the quality of service in Onitsha North & South Local Government Council

Hypothesis Three

H_{o3}: Normative commitment has no significant positive effect on the quality of service in Onitsha North & South Local Government Council

Interpretation:

Drawing inference from the regression result table 4.4.3 above, the findings showed that t-value of representative Normative commitment (NC) is 2.066 which is more than 2; with $P= 0.002$, which is less than $P < 0.05$ level of significance and at the 95% level of confidence intervals: (lower bound=0.388, upper bound=0.416). Based on the above findings, we accept (H₁) and reject H_o which statistically suggested that Normative commitment has significant positive effect on the quality of service in Onitsha North & South Local Government Council

Hypothesis Four

H₀₄: Value commitment has no significant positive effect on the quality of service in Onitsha North & South Local Government Council

Interpretation:

Drawing inference from our regression result in table 4.4.5 above, the findings showed that the t-value of Value commitment (VC) is 3.463 which is greater than 2, with $P=0.000$ which is less than $P < 0.05$ level of significance and at 95% level of confidence intervals: (lower bound= 0.277, upper bound=0.344) which means zero lies within the confidence interval with which the researcher worked. Based on the findings from the result, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) which stated that Value commitment has significant positive effect on the quality of service in Onitsha North & South Local Government Council

4.4 Discussion of findings

This research examined the effect of employees' commitment on organizational performance in Onitsha North & South Local Government Council. Data were sourced from the employee of the selected local governments in Anambra state. The data generated were subjected to statistical analysis and the following output was ascertained.

Affective commitment and quality of service: The study found that Affective commitment has a positive effect on quality of service in Onitsha North & South Local Government Council in Anambra state. The implication of these findings is that, for quality of service to be functional to achieve their aim and purposes, the Affective commitment need to satisfy the expected needs of the local government, and must be seen to be fair or equitably satisfying to the employee. Employees with a strong affective commitment continue employment with the organisation because they *want to*. The findings of this study are in line with the study of Quresh, Zaman and Shah (2018) who examined the relationship between employee commitment rewards and organizational performance. The study also found that recognition employee committed used in cement factories are good for the maximum organizational performance

Continuance commitment and quality of service: The study found that Continuance commitment has a significant positive effect on quality of service in the Local Government System in Anambra State. The implication is that Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization. The findings of this study are in line with the study of (Meyer & Allen, 2010). Best (2014) who indicates that "continuance organizational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high". This argument supports the view that when given better alternatives, employees may leave the organization.

Normative commitment and quality of service: The study found that Normative commitment and quality of service in selected local governments in Anambra state. This implies

that The normative component of commitment concerns the employee's belief about one's responsibility to the organization. Employees who are normatively committed to the organization remain because "they believe that it is the right and moral thing to do". Lankeshwara and Wijesekara (2015) who examined the impact of employee commitment on job satisfaction, found that employee commitment inversely affected and organizational performance. The relationship between employee commitment and job satisfaction was in line to each other.

Value Commitment influence and quality of service: The study found that Value Commitment has a positive effect on quality of service in selected Local Governments in Anambra State. The study also established that Value Commitment enhances performances since employees performed better when there are informed or communicated to than those who are not informed.

Values need to be practiced by employees in their day-today activities in the organization. When the employees' behavior is driven by values, it will help in elevating the work culture and the organization effectiveness. Norizan, (2020) who examined the relationship between components of organizational commitment and job satisfaction among employees at higher learning education institutions in Kelantan, found The result showed that affective, continuance and normative commitment that was not found to have significant positive relationship with job satisfaction.

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study provides empirical evidence on the influence of effect of employees' commitment on organizational performance in Onitsha North & South Local Government Council. It was revealed that employee commitment, organizational trust, records management practices significantly determined organizational effectiveness. Findings of this study indicated that employee commitment as well influenced organizational effectiveness positively. This is because employees of an organization have the ability to be effective when they see clearly the link between an increase in their efforts and an increase in their recognition and therefore they are encouraged to do more.

5.2 Recommendations

1. Managers should prioritize and have their concentration more on those factors that will increase the employee's Affective commitment to levels so as to maintain a competitive standard in the Local Government Area
2. Management needs to consider the staff and their job assignment especially in the area of knowledge accessibility in other to improve organizational performance.
3. Organizational factors, if not closely monitored, are the greatest contributors of loss of morale amongst employees. Thus these factors must be carefully addressed to allow a minimum level of comfort and Normative commitment from the employees.

4. Organizational performance should be improved through compulsory training programmes for all employees in order to improve value commitment and understanding.

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