



ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE: A CONCEPTUAL MODEL

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Abstract

Employee performance is linchpin for the survival and wellbeing of an organisation. Higher job performance leads to increased productivity as well as organisations' service quality delivery, productivity, and profitability. This underscores the need for organisations to motivate their employees towards higher performance. Organisational commitment is an important employee motivation because it is typically assumed to reduce withdrawal behaviors such as lateness, absenteeism and turnover which could have adverse consequences on the overall organisational performance. It is believed that employees with strong organisational commitment will work harder in order to contribute to the organization. The primary objective of this study is to examine the existing literature on effects of Organisational Commitment on Employee Job Performance. From the literatures reviewed, the study found that there are inconsistencies of findings on the effect of organisational commitment on job performance. Furthermore, the study found that there is no existing literature that examined the relationship between organisational commitment and job performance on the employees of National Identity Management Commission, Nigeria. The study therefore recommends an empirical examination of the relationship between organisational commitment and job performance among employees of national identity management commission.

Key words: Organisational Commitment, Job Performance, NIMC

1. Introduction

Organisation is a collection of individuals coming together to pursue a common objective. Organisations are established and operated by individuals: and performance of these individuals either at individual levels or group translates to the performance of the organisation as a whole. In other words, performance of employees constituted the performance of the organisation at large. Employee performance (EP) is a necessary tool for achieving goals and objectives of an organisation, whether public, private or charity organisations. Individual performance is very relevant for the existence and wellbeing of organisations (Sonntag, Volmer & Sychala, 2008). Armstrong (2010) argued that one of the most important responsibilities undertaken by managers of organisations is to ensure that the members of their entities achieve high levels of performance. These arguments justify the fact that performance of an organisation is a reflection of the performance of employees and that the better the employees perform the better the organisation perform and vice versa. Thus, performance of employees of National Identity Management Commission (NIMC) is fulcrum to the



achievement of the goals of the organisation and at large the wellbeing of Nigeria. Providing National Identification Number (NIN) to all Nigerians will help the government enhance security and develop good economic development plan.

EP has become one of the significant indicators in determining organisational performance and success (Wall, Michie, Patterson, Wood, Sheehan, Clegg & West, 2004) and is influenced by a number of factors such as organisational commitment (Sims, 2002). EP is about employees achieving the results, goals or standards expected by the organisation. Therefore, if an organization is to treat its employees as its most important asset, it has to be knowledgeable about what it is that motivates employees to reach their full performance potentials (Lawler, 2003). Organisational commitment (OC) is an important employee motivation because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover which no doubt have potentially serious consequences on the overall organisational performance (Peace & Muhammad, 2014).

OC involves an active relationship with the organisation in which the individual is willing to give something to the organisation in order to assist the organisation succeed and perform (Meyers & Allen, 1997). OC refers to attachment and loyalty: associated with the feelings of individuals about their organisation (Armstrong, 2014). Therefore, strong OC to work may result in conscientious and self-directed application to do the job, regular attendance, the need for less supervision and a high level of discretionary effort (Armstrong, 2014). OC is a belief which reflects the strength of an employee attachment to an organization (Osa & Amos, 2014). Meyer and Herscovitch (2001) viewed OC as a force that binds an individual to a course of action of relevance to one or more targets. Committed employees are the backbone of any organization and it requires a great amount of effort to understand that which factors affects the level of commitment and involvement the most (Srivastava & Pathak, 2019). Thus, ensuring continuous employees OC through psychological attachment towards their job and the organization is the nub of human resource management in an organisation (Gautam, 2017) and NIMC is not an exception.

The importance of national identity (NI) to economic growth cannot be over emphasised: NI is an important tool for sustainable development (Solomon, 2018). NI helps governments to plan well towards efficient utilisation of the available resources at its disposal for economic development. NI helps to fast track development through efficient utilisation of resources, resources distribution, prioritisation, and provision of adequate security. However, despite the immense importance of providing NI to every Nigerian and the need for OC from the NIMC employees towards their job, the organisation faces the problem of employee commitment through performance behaviours such as lateness and absenteeism. The management of NIMC is also neglectful of the needs of its employees. For example, recently as much as 40% of the salaries of NIMS employees were deducted without any prior notice (James-Igbinadolor, 2018). Recently, SERVICOM (Service Compact), an organisation empowered by the government to evaluate the performance of ministries, departments and agencies (MDAs) in Nigeria, questioned the morale and attitudes of NIMC employees towards their job (PMnews, 2018). SERVICOM observed that employees of NIMC absent themselves from duty out of nonchalant attitudes towards their job, leaving the customers unattended to (PMnews, 2018). These issues raised concerns over the commitment of NIMC employees towards their job and the commitment of NIMC towards the welfare of its employees. Commitment is argued to be a two-way process; employees could hardly be committed to the organisation unless management exhibits that it is equally committed to their needs and recognizes their contribution as stakeholders (Armstrong, 2014). Thus, it is against these issues



that this study suggests examination of effect of Organisational Commitment on Employee's job Performance of National Identity Management Commission.

2. Literature Review

2.1 Empirical Review

Many studies on effects-relationship between OC and job performance (JP) have been conducted in different parts of the world and industries. For example, a study by Hazriyanto, Ibrahim, and Silitonga (2019) examines OC, satisfaction and performance of lecturer (Model Regression by Gender of Man) in Indonesia. The study is qualitative research and 53 lecturers participated in the study (all of them men). The study found that OC does not significantly influence performance. Rustamadji and Che Omar (2019) examined the effect of strategic management on work performance through organizational commitment, and the influence of strategic management and organizational commitment on employee performance, Muhammadiyah University, Indonesia. 386 participated in the study via cluster sampling and data were analysed by regression equation model. This study concluded that OC affect the performance of employees. Srivastava and Pathak, P. (2019) explored the impact of self-efficacy, OC and job involvement on JP among private bank employees of Uttarakhand and Uttar Pradesh, India. Exploratory Factor Analysis and multiple regression analysis were used for data analysis. The study found that OC and have insignificant impact on performance.

A study on empowering leadership: leading people to be present through affective OC in USA was conducted by Kim and Beehr(2018). 294 employees participated in the study and structural equation modelling was used for data analysis. The study found that affective commitment does not influenced followers' lateness. Krishnanathan and Mangaleswaran (2018) examined OC and employee performance with special reference to administrative officers at the University of Jaffna, Sri Lanka. 40 Administrative staff participated in the study and data was analysed through univariate and bivariate analyses via SPSS 19.0. Findings of the study revealed that OC has significant impact on employee performance. Metin and Asli (2018) examined the relationship between OC and work performance: a case of Industrial Enterprises. The sample consists of 329 employees working in businesses operating in Konya Chamber of Commerce and Industry in Turkey. Regression analysis was used for data analysis and the study found that normative commitment and continuance commitment had no significant effect on work performance. Torlak, Kuzey, and Ragom (2018) examined human resource management, commitment and performance links in Iran and Turkey. 440 employees participated in the study and data was analyzed through regression analysis. The study found that affective, continuance and normative commitments influenced JP. Bonds (2017) examined employees OC and turnover intentions in USA. 81 employees participated in the study through purposive sampling technique and data was analysed through regression analysis. The study found statistical significant relationship between all the three forms of commitments and turnover intentions.

Dinc (2017) examined the OC components and JP: mediating role of job satisfaction in furniture manufacturing firms in Federation of Bosnia and Herzegovina. 437 employees participated in the study via random sampling and data was analysed through regression analysis. The study did not find support for any relationship between the normative and continuance commitments and JP. Hafiz (2017) investigated the relationship between OC and employee's performance in banking sector, Lahore Pakistan. 213 employees participated in the study through random sampling technique and the data was analysed through regression analysis. The study found that affective, normative and continual commitments are positively related with employee's performance separately and jointly.



Musabah, Al Zefeiti, and Mohamad (2017) investigated the influence of organizational commitment on Omani public employees' work performance. Confirmatory factor analysis and structural equation modelling were used for data analysis. The empirical results indicate that all OC subscales (affective, normative, and continuance) have a significant impact on work performance dimensions, contextual and task performance.

Oyeneyi, Adeyemi, and Olaoye (2017) investigated the influence of organizational commitment on job performance among the employees in Nigerian hospitality industry. 75 respondents participated in the study and data was analysed through Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. The study revealed that affective commitment and continuance commitment have insignificant influence on JP while normative commitment has both negative and insignificant influence on JP. Tutei, Geoffrey, and Jared (2017) studied continuance commitment and employee performance at University of Eastern Africa, Baraton Kenya. 106 employees participated in the study via stratified sampling and simple random sampling techniques. Inferential statistics were used for data analysis. The study established that there was a weak negative relationship between continuance commitments and employee performance. Folorunso, Adewale and Abodunde (2014) investigated the effect of organizational commitment dimensions on employees' performance: empirical evidence from academic staff of Oyo state owned tertiary institutions, Nigeria. 197 employees participated in the study through purposive and random sampling technique and Pearson product moment correlation coefficients and multiple regression analysis were used for data analysis. The study found that organizational commitment dimensions jointly and independently influence employees' performance. Rafiei, Amini, and Foroozandeh (2014) conducted a research on the impact of OC on the JP in Iran. Affective, continuance and normative are the dimensions of OC. Structural equations modelling (SEM) serves as method of data analysis. The study found that all the three dimensions of OC had a positive and significant effect on JP.

However, it can be deduced from the literature reviewed that conclusions on the effect-relationship between OC and JP is mixed. For example, studies by Rustamadji and Che Omar (2019), Krishnanathan and Mangaleswaran (2018) in Sri Lanka, Bonds (2017) in USA, Folorunso et al (2014) in Nigeria have reported significant relationship between OC and JP. On the other hand, while studies by Metin and Asli (2018) in Turkey, and Dinc (2017) in Bosnia and Herzegovina reported that continuance and normative commitments do not influence JP, a study by Hazriyanto, et al (2019) in Indonesia, Srivastava and Pathak (2019) in India, and Oyeneyi et al (2017) in Nigeria concluded that all three components of OC have no significant effect on JP. These inconsistencies in findings by these studies implied that further studies need to be conducted to explain more and better the nature of the relationship between OC and JP. This literature gap is identified by this study.

Another research gap this study aims to fill is on suggestions for future research. Krishnanathan and Mangaleswaran (2018) suggested for future research on effect of OC on JP in different industry. Bonds (2017) suggested for future research to examine OC and employee's performance (turnover intention) across customer service industry. NIMC is a customer service organisation mandated to provide, through its services NIN and National Identity Card to every Nigerian. Similarly, Hafiz (2017) suggested for future research on OC and employee's performance model on other industries and cultural settings. This future research gap will be addressed by this study.

Furthermore, most of the studies conducted in Nigeria on OC and JP e.g. Oyeneyi, *et al.* (2017): Folorunso, *et al.* (2014), Osa and Amos (2014) etc. were carried out in southern part of the country and none of the studies was conducted on NIMC being a national organisation. Similarly, while a study by Folorunso et al (2014) concluded that OC has significant effect on JP among academics in



Nigeria, another study conducted by Oyeneji et al (2017) in the hospitality industry in Nigeria reported insignificant influence of OC on JP. This suggests for more studies on OC and JP effect-relationship across various industries in Nigeria. Therefore, this study, to the best knowledge of the researchers, will be the first of its kind to be carried out across the entire north-west region of the country on NIMC employees. Thus, from the review of the literatures and the research gaps to be filled by this study, the conceptual model of the study is depicted below.

2.2 Conceptual Framework

OC is the independent variable but multi-dimensional. Affective commitment, continuance commitment, and normative commitment will be used as the dimensions of OC. On the other hand JP is the dependent variable and one-dimensional.

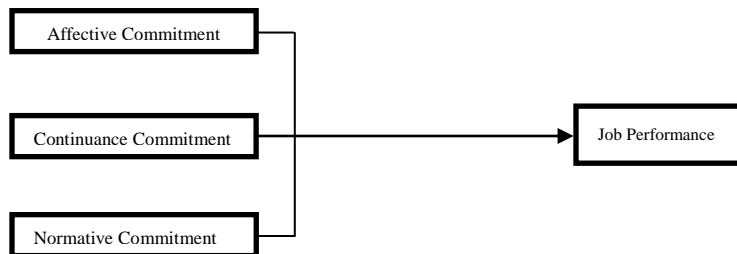


Figure 1 Conceptual Framework

The study adopted the OC model developed by Meryer and Allen (1991).The model is multidimensional that assessed employee commitment based on three aspects. The first one is affective commitment (AC) which measures employee’s emotional feelings/attachment to the organisation. The second one is continuance commitment (CC) which measures the cost associated with leaving the organisation. The third one is normative commitment (NC) which measures the employees’ obligation to stay with the organisation because of personal cost. Sanecka (2013) argued that Meryer and Allen (1991) OC model is one of the most popular theoretical models that determined organizational commitment. This study like many other previous studies adapts AC, CC, and NC as dimensions of organizational commitment while JP will be treated as one-dimensional variable.

2.3 Underpinning Theory

Social exchange theory by Blau (1964) was used to underpin the relationship between OC and JP. The theory is based on the premise that individuals will reciprocate good behaviors they experienced. Social exchange theory is among the most important theories to understand workplace behavior (Cropanzano & Mitchell, 2005) and it has been used to explain the relationship among employee attitudes such as OC and JP (Dinc, 2017). The reciprocity principle in social exchange theory suggests that employees feel indebted to respond kindly when they experienced good behaviours directed towards them (Dinc, 2017). The social exchange reciprocity increases employees’ commitment to the organization (Andrews, Witt, &Kacmar, 2003), and their performance (Orpen, 1994). In other words, employees who feel obliged to organizations because of good behaviours experienced at workplace tend to reciprocate with beneficial employee attitudes like OC which could in turn increases their JP (Dinc, 2017). Therefore, favourable exchange relationship between



employees and an organization results can increase organizational commitment (Ahmed, Khuwaja, Brohi, & Othman, 2018).

3. Conclusions

This research work is a conceptual study that primarily examined the existing literature on the relationship between OC and JP. The study found that there are inconsistencies of findings on the effect of OC on JP. Furthermore, the study found that there is no existing literature that examined the relationship between organisational commitment and job performance on the employees of National Identity Management Commission, Nigeria. These findings highlight the need for an empirical study to fill the gaps. Thus, the study recommends an empirical examination of the relationship between Organisational Commitment and Job Performance among Employees of National Identity Management Commission.

The study has both theoretical and practical contributions. The study contributes to the knowledge by establishing literature gap on the inconsistencies of findings on the nature of the relationship between OC and JP. Secondly, to the best knowledge of the researchers, the study found no existing literature that examines the relationship between OC and JP on NIMC employees. On the other hand, the study practically identifies issues on the commitments of the employees of NIMC that could possibly be the reason why they are often absent from duty.

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