



EFFECT OF AFFECTIVE, CONTINUANCE, AND NORMATIVE COMMITMENTS
ON JOB PERFORMANCE OF EMPLOYEES OF NATIONAL IDENTITY
MANAGEMENT COMMISSION, NORTHWEST ZONE, NIGERIA

¹ Muhammad Bello Jakada (jakadamuhammadb@yahoo.com) +2348026532943	² Aminu Jakada (mhhjakada@gmail.com) +2348039425449	³ AbduJa'afaruBambale (ajbambale.bus@buk.edu.ng) +2348037040766
⁴ Mukhtar Ali Hussein (mukhtar5021@gmail.com) +2348032024085	⁴ Najib Sabo Kurawa (najeebkurawa@gmail.com) +2348123272727	¹ Aliyu Rabi'u (rabi2040@yahoo.co.uk) +2347035839895

¹Department of Actuarial Science, Federal University Dutse, Nigeria

²M.Sc. Student, Department of Business Administration, Bayero University Kano, Nigeria

³Department of Business Administration and Entrepreneurship, Bayero University Kano, Nigeria

⁴Department of Business Administration, Federal University Dutse, Nigeria

Abstract

Employee performance is paramount to the existence and goal attainment of an organization in relations to increased productivity, service quality delivery, and profitability. Higher job performance leads to increased productivity, service quality delivery, and profitability of the organization. This study examines the effect of Affective Commitment, Continuance Commitment, and Normative Commitment on Job Performance of Employees of National Identity Management Commission (NIMC), Northwest Zone, Nigeria. The study adopts proportionate and convenient random sampling techniques method using 210 questionnaires. Regression analysis (SPSS Version 22) was used for data analysis. The results of the study revealed that affective commitment and continuance commitment have statistical significance effect on job performance of employees, while normative commitment has negative and insignificant effect on job performance of employees of NIMC in Northwest Zone, Nigeria. It is therefore recommended that the management of NIMC should concentrate more resources on affective and continuance commitment that were empirically found by the study to positively predict job performance of employees.

Keywords: Affective Commitment, Continuance Commitment, Normative Commitment, Job Performance, NIMC

1. Introduction

Organizations are established for the purpose to achieve a given goal; thus, the need for employees' job performance. The performance of employee's at every levels accounts for the performance of the organization and its success. In other words, performance of employees constituted the performance of the organization at large (Jakada, 2019). Employee job performance (JP) is a necessary tool for achieving goals and objectives of an organization, whether public, private or charity organizations: hence a linchp into the survival and wellbeing of organizations (Sonnentag, Volmer, & Spsychala, 2008). One of the essential tasks undertaken by managers of organizations is to ensure that the employees of their entities attain higher level of performance (Armstrong, 2010). These opinions justify the fact that performance of an



organization is a reflection of the employee JP and that the better the employees perform their jobs the better the organization perform and vice versa (Jakada, 2019). JP of employees of National Identity Management Commission (NIMC) is fulcrum to the realization of the goals and objectives of the organization and at large the wellbeing of Nigeria. Because providing national identification number (NIN) to all Nigerians will help the government enhances security and develop good economic development plan that could positively impact on the lives of the citizenry.

JP of employees has become one of the important indicator in determining organizational performance and success (Wallet al., 2004) and is affected by a factors such as organizational commitment (Sims, 2002). JP of employees is about employees achieving the results, goals or standards expected by the organization. Therefore, if an organization is to conceive its employees as vital asset, it has to be aware about what it takes to motivate them to full performance potentials (Lawler, 2003). Organizational commitment (OC) is an important employee motivation because it is perceived to reduce detrimental behaviors e.g. lateness, absenteeism and turnover which could have a likely serious effect on the overall performance of the organization (Peace & Muhammad, 2014).

OC encompasses relationship with the organization where the individual is willing to offer something to the organization in order to assist the organization thrives and perform (Meryer & Allen, 1997). OC is the attachment and loyalty: associated with the feelings of individuals about their organization (Armstrong, 2014). Therefore, higher OC to work could result in painstaking 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 believe which shows the strength of an employee attachment to an organization (Osa & Amos, 2014). Meyer and Herscovitch (2001) viewed OC as a force that bonds an individual to a course of action of relevance to one or more targets. Committed employees are the bedrock of an organization and it entails a serious effort to comprehend the factors that affect the level of commitment and involvement the most (Srivastava & Pathak, 2019). Thus, ensuring continuous employees OC through psychological attachment towards the job and organization is the nub of human resources management in an organization (Gautam, 2017) and NIMC is not an exception.

The importance of national identity (NI) to economic growth cannot be over emphasized: 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 rack 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 organization faces the problem of employee commitment through performance behaviours such as lateness and absenteeism. This could be asa result of the perception of the employees of NIMC that the management is not committed to their needs. For example, recently as much as 40% of the salaries of NIMS employees were deducted without any prior notice (James-Igbinadolor, 2018). Service Compact (SERVICOM), an organization 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 (PM News, 2018). These issues raised concerns over the commitment of NIMC employees towards the job and commitment of NIMC towards the welfare of its employees. Commitment is argued to be reciprocal; thus employees could hardly be committed to the organization unless it exhibits that it is equally committed to their needs and recognizes their effort as part and parcel (Armstrong, 2014). Therefore, it is against these issues that this study examines the effect of affective commitment, continuance commitment, and normative commitment on job performance of employees' of National Identity Management Commission (NIMC). The specific objectives of the study are to examine the effect of affective commitment (AC) on the job performance of NIMC employees, to examine the effect of continuance commitment (CC) on the employee performance of NIMC employees, and to examine the effect of normative commitment (CN) on the job performance of NIMC employees.

Many studies were carried out on the effect of AC, CC, and NC on JP in different industries and countries. The studies arrived at different conclusions on the nature of the relationship. Some of the studies reported a significantly positive relationship between AC, CC, NC and JP, while others found no significant or positive relationship. For example, studies by Rustamadi and Che Omar (2019) in Indonesia, Krishnanathan and Mangaleswaran (2018) in Sri Lanka, Bonds (2017) in USA, and Folorunso, dewale, and Abodunde (2014) in Nigeria have all concluded that AC, CC, and NC have significant effect on JP. On the other hand, studies by Hazriyanto and Ibrahim (2019) in Indonesia, Srivastava and Pathak (2019) in India, and Oyeneyi, Adeyemi, and Olaoye (2017) in Nigeria concluded that AC, CC, and NC have no significant effect on JP. Similarly, studies by Metin and Asli (2018) in Turkey, and Dinc (2017) in Bosnia and Herzegovina reported that CC and NC do not influence 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 AC, CC, NC and JP. This literature gap is identified by this study.

Another research gap this study identified is on suggestions for future research. Krishnanathan and Mangaleswaran (2018) suggested for future research on effect of OC dimensions 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 organization 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.

Furthermore, most of the studies conducted in Nigeria on AC, CC, NC and JP for instance. Oyeneyi *et al.* (2017); Folorunso *et al.* (2014); Osaand Amos (2014) among other. were carried out in southern part of the country and none of the studies was conducted on NIMC being a national organization. Similarly, while a study by Folorunso *et al.* (2014) concluded that OC has significant effect on JP among academics in Nigeria, the study conducted by Oyeneyi *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, is the first of its kind to be carried out across the entire north-west region of the country on NIMC employees. Therefore, three hypotheses were formulated for testing, such as commitment has no significant⁵ effect on



the job performance of NIMC employee, continuance commitment has no significant effect on the job performance of NIMC employee, and normative commitment has no significant effect on the job performance of NIMC employee.

2. Literature Review

Concept of Organizational Commitment

OC is the degree an individual in an organization accepts, internalizes, and views his or her role (Jans, 1989). Mowday, Steers, and Porter (1979) defines OC as the strength of an individual's identification with and involvement in a particular organization. Salancik (1977) argued that OC is as a result of an attachment to the individual's own chosen actions, a perceived obligation to maintain, and the perceived costs of enduring or not enduring the actions. However, OC is an encompassing concept. Many models were developed by different researchers in an effort to come up with a construct that can measure OC. For example, Porter, Steers, Mowday, and Boulian (1974) developed a model called "gold standard". The model is based on attitudinal commitment i.e. the way in employees' values align with the values of organization, and behavioral commitment i.e. the way an employee is bonded into an organization (Mowday *et al.*, 1982). However, Mayer and Schoorman (1998) described the model as a one-dimensional construct and argued that the model failed to explain how individual becomes committed to an organization fully. Hunt and Morgan (1994) postulated that measures of commitment should be multi-dimensional. A two dimensional OC model was subsequently developed by Angle and Perry (1981) based on value commitment i.e. an affective, positive link with the organization, and commitment to remain i.e. commitment based on the economic benefit between the employee and the organization.

Mowday *et al.* (1979) proposed that OC can be characterized in to three associated dimensions i.e. believe in and accepting the organization's goals and values; willingness to put forth sizeable effort for the organization; and desire to retain membership in the organisation. However, none of the previous earlier studies were able to obtain a complete picture of an individual's commitment to an organization (Boheman, 2006). An individual remains with an organization due to the organization's values, mission, and goals align with their own, or because leaving could impact on their prestige, benefits, or social networks, or because he/she feels a sense of obligation to remain with the organization (Boehman, 2006).

Meyer and Allen (1990) proposed that OC is a paired connection between attitudinal and behavioural commitment; thus proposed an OC framework model based on the premise that AC, CC, and NC are interrelated and can be witnessed and exhibit by individuals at the same time. Meyer and Allen (1991) argued that these different models of commitment should not be seen as types of commitment, but components (Mercurio, 2015) and as such the three commitment components are self-determining experienced at various points by all employees of an organization (Meyer & Allen, 1997). Therefore, Meyer and Allen (1990) conceptualized OC as three-dimensional construct model through AC, CC, and NC that seems to be a viable alternative of OC construct (Boheman, 2006) and probably most renowned and long lasting multi-dimensional conceptualization of OC (Mercurio, 2015).



Affective commitment (AC)

Jaros, Jermier, Koehler and Sincich(1993) defined AC as the degree to which an employee is mentally attached to an organization via feelings such as loyalty, love, warmth, belongingness, fondness, pleasure, and so on. AC is individual's mental attachment, identification, and involvement in the organization. Kashefi, Adel, Abad, Aliklayeh, Moghaddam, and Nadimi (2013) viewed affective commitment as individual's emotional attachment with the organization, his sense of association with the organization, and participation in the organization. Mathew and Shepherd (2002) characterized affective commitment by three factors: belief in and acceptance of the organization's goals and values, a willingness to focus effort on helping the organization achieve its goals, and the desire to maintain organizational membership. Naser (2007) stated that affective commitment is the employee's identification with an organization and its objectives and maintain membership to assist the attainment of the objectives.

Meyer and Herscovitch (2001) perceived AC as employee's involvement and identification with the organization: thus employees become innately motivated or partake in a course of action that grows from an identification, association, and attachment with the organization's goals and values. Therefore, AC is measured by the employee's aspiration to remain with the organization and employee's positive feelings towards the organization. Meyer and Allen (1991, 1997) claimed that employees with higher AC stay with the organization because they wish to and thus very probable to discharge their responsibilities well. Thus, AC determines employee that want maintain relationship with the organization because he/she wish to. Many researches indicated that AC predicts behaviours like turnover, absenteeism, and organizational citizenship behaviours (Mercurio, 2015).

Continuance commitment (CC)

The next component of OC model by Allen and Meyer (1990) is CC. This commitment involves employees who joined an organization and committed to stay with the organization due to lack of alternative or knowledge of the cost related with leaving the organisation (Dixit & Bhatti, 2012). CC involves employee's believe with respect to the costs related to exiting the organisation (Nawab & Bhatti, 2011). CC is on the costs and benefits associated to stay or exit the organisation. CC involves rational calculation that exiting the organization could have exorbitant price on employee (Khashefi *et al.*, 2013). CC encompasses individual's assessment on whether the cost of quitting the organization is higher than the costs of remaining (Jaros, 2007). Therefore, employees who recognize the costs of quitting the organisation as higher than the costs of remaining usually stay (Quagraine, Adu, Ashie, & Opoku, 2019) because CC is based on the supposed cost i.e. both economic and social, of quitting the organisation (Jaros, 2007).CC is cost-based, and is grounded upon a value employee derives from the organisation in relation to the costs of quitting the organisation. With this form of commitment, employee remains to evade losing something of value (income, benefits, seniority). Individuals with higher CC remain due to feelings that they have little choice (Tolentino, 2013).

Normative commitment (NC)

NC is an individual's desire to retain organizational membership due to the believe that it is morally right to be loyal and stay (Wang, Indridasson, &Saunders, 2010). Employees with NC stay in the organization due to feelings that they should to do so for moral reasons (Meyer &



Allen, 1991). NC could be influenced by many factors e.g. relationship, religion, etc. hence when it comes to one's commitment to the organization he/she feels a moral obligation to the organisation (Folorunso, Adewale, & Abodunde, 2014). Therefore, employees with high NC remain based on their opinion (Keshefi *et al.*, 2013). NC involves employees' perceived obligation to stay in and contribute towards attaining organisation's objectives due to affiliation. Employee reciprocates with higher degree of NC to an organization that is committed and supportive to its workforce (Nawab & Bhatti, 2011). NC is a commitment premised on perceived responsibility towards the organisation, usually entrenched in the norms of exchange (Jaros, 2007).

NC is a feeling of responsibility to persist working with the organization; thus is indicated by employees who stay in an organization due to the feelings that they suppose to (Meyer, Allen, & Smith, 1993). Rafiei, Amini, and Foroozandeh (2014) argued that individuals who have a higher NC felt the obligation to remain in their organization. NC is indicated by employees who stay in an organization because they feel that they ought to (Meyer *et al.*, 1993). Therefore, NC is obligation-based and is assessed by the employee's feeling that they need to remain in the organisation (Tolentino, 2013). Manion (2004) opined that NC rises from the individual's feelings of obligation to the organization; hence it determines how much an individual's values and beliefs concur with the organisation's core values.

Concept of Job Performance (JP)

JP is a behaviour that accomplishes results (Armstrong & Taylor, 2014). Performance is something a person does which is affected by motivation (Inayatullah & Jehangir, 2012). Gungor (2011) opined that JP is typically what an individual does or does not do and that performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness. Shaari, Yaakub, and Hashim (2002) viewed job performance as any behaviour; which is directed towards task or goal accomplishment. Therefore, organizations need individuals who can perform to the highest level towards achieving their ultimate goals. JP comprises behaviors engaged by employees at work that contributes to organizational goals and objectives (Campbell, 1990); hence higher JP leads to increase in organizations productivity (Spector, 2002).

JP comprises individuals' behaviour relevant to production of goods and services (Hughes, Ginnet & Curphy, 2008). Job performance is very important as it creates the overall organizational performance (Berberoglu & Secim, 2015). These performance results collectively from employees' ability and effort lead to achieving organization's targets (Musabah, Al Zefeiti, & Mohamad, 2017). JP includes all the activities that employees carried out to fulfill their obligations toward achieving organizational goals and objectives (Kocak, 2006). JP is a behaviour that is related to achieving organizations' goals and objectives (Campbell, 1990). Schermerhorn (2000) points out that job performance is the contribution of employees toward achieving organizations' goals; thus argues that when quality or productivity is high, the overall efficiency of organizational performance will also be improved. Therefore, all organizations whether they are, private, public, profitable or non-profitable have goals and objectives to achieve (Musabah *et al.*, 2017); thus requires employees JP to realize those goals and objectives.



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 *et al.* (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 analyzed by regression equation model. The findings of this study concluded that OC affect the performance of employees.

Kelven, Nazaruddin, and Endang (2018) examined the effect of organizational commitment through AC, CC, and NC on the performance of Y generation employees in PTBank Sumut the moderating effect of transformational leadership. 40 employees participated in the study. Data was analyzed through multiple linear regression and variable moderation tests. The research results showed that affective commitment, continuance commitment, and normative commitment have positive and significant effect on the performance Y-generation employee. 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 modeling 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. AC, CC, and NC were used as dimensions of OC. 40 Administrative staff participated in the study and data was analyzed through univariate and bivariate analyzes 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 AC has significant effect on work performance while NC and CC 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 AC, CC, and NC 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 analyzed through regression analysis. The study found statistical significant relationship between AC, CC, NC 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 analyzed through regression analysis. The study found AC affects JP while no support for any relationship between the NC, CC 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 analyzed through regression analysis. The study found that AC, CC, and NC are positively related with employee's performance separately and jointly. Musabah *et al.* (2017) investigated the influence of organizational commitment on Omani public employees' work performance. AC, CC, and NC were used as dimensions of OC. Confirmatory factor analysis and structural equation modeling 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 *et al.* (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 analyzed through Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. The study revealed that AC and CC have insignificant influence on JP while NC 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 CC and employee performance. Bandula and Jayatilake (2016) studied the impact of employee commitment on job performance: based on leasing companies in Sri Lanka. Affective commitment, normative commitment, and continuance commitment developed were used as dimensions of OC. 115 employees participated in the study. Data was analyzed through correlation coefficient and regression analysis. The study found that AC, CC, and NC have statistical significance effect and positive relationship with JP of the employees.

Folorunso *et al.* (2014) investigated the effect of organizational commitment dimensions on employees' performance: empirical evidence from academic staff of Oyo state owned tertiary institutions, Nigeria. AC, CC, and NC were used as dimensions of OC. 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 AC, CC, and NC jointly and independently influence employees' performance. Rafiei *et al.* (2014) conducted a research on the impact of OC on JP in Iran. Affective, continuance and normative are the dimensions of OC. Structural equations modeling (SEM) was used as method of data analysis. The study found that AC, CC, and NC had a positive and significant effect on JP.

Affective Commitment, Continuance Commitment, Normative Commitment and Job Performance

AC, CC, and NC have been linked to performance (Meyer & Allen, 1997). However, despite the numerous studies that examined the relationship between AC, CC, NC and JP the results of the studies were mixed. Some of the studies reported a statistical significance positive relationship between AC, CC, and NC and job performance while reported the opposite. For example, studies by Rustamadji and Che Omar (2019), Krishnanathan and Mangaleswaran (2018) in Sri Lanka, Bonds (2017) in USA, and Folorunso *et al.* (2014) in Nigeria have all concluded that AC, CC, and NC have significant effect on JP. On the other hand, studies by Hazriyanto *et al.* (2019) in Indonesia, Srivastava and Pathak (2019) in India, and Oyeneyi *et al.*



(2017) in Nigeria concluded that AC, CC, and NC have no significant effect on JP. These mixed conclusions implied that even though empirical the link between AC, CC, NC, and JP has been empirically established, the link is still subject to more empirical studies across different cultural settings and industry.

Conceptual Framework

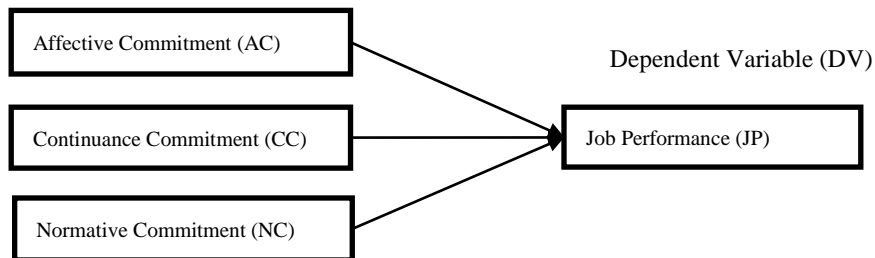
The model of the study is conceptualized based on direct relationship between the independent variable (IV) and dependent variable (DV). AC, CC, and NC are the independent variables. The study adopted the OC model developed by Meryer and Allen (1990). The model is multidimensional that assessed employee commitment based on three subscales. The first one is AC which measures employee's emotional feelings/attachment to the organization. The second one is CC which measures the cost associated with leaving the organization. The third one is NC which measures the employees' obligation to stay with the organization because of personal cost. Sanecka (2013) argued that Meryer and Allen (1990) OC model is one of the most popular theoretical models that determined organizational commitment. This study like many other previous studies adapts the AC, CC, and NC subscales/dimensions of OC as independent variables (IV) while JP was treated as one-dimensional variable and is the dependent variable (DV).

Theoretical Framework

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 behaviour (Cropanzano & Mitchell, 2005) and it has been used to explain the

Figure 1.1 Conceptual Framework Model

Independent Variables (IVs)



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 behaviors experienced at workplace tend to reciprocate with beneficial employee attitudes like OC which could in turn increases their job performance (Dinc, 2017). Therefore, favourable exchange relationship between employees and



an organization results in increased organizational commitment (Ahmed, Khuwaja, Brohi, & Othman, 2018).

3. Methodology

This research work is quantitative and uses cross sectional survey research design. The population of the study consists of 460 male and female employees of NIMC, Northwest, Nigeria. The Northwest region consists of seven state offices namely Jigawa State, Kaduna State, Kano State, Katsina State, Kebbi State, Sokoto State and Zamfara State. The sample size for the study is 210 based on Krejcie and Morgan (1970) scientific approach table of determining sample size. The sample elements were proportioned based on the population size of each state office as shown in Table 1. However, because of the nature of work of public servants in Nigeria where you will find some employees are on leave, some went out for field work, some on maternity or sick leave among, the study adopts convenience sampling technique. In this case any employee found on his table and willing to participate in the study was given the questionnaire.

Table 1: Proportionate Sample Size of the Study

State	No. of Staff's (N)	Determined Sample (n)
Jigawa	57	26
Kaduna	92	42
Kano	121	55
Katsina	58	26
Kebbi	57	26
Sokoto	40	18
Zamfara	35	16
Total	460	210

Source: Staff Nominal Role

Data for this research work was collected using questionnaire. The questionnaire has 29 items which were divided into five sections. Section one contained four items on demographic information, section two contained seven items on employee performance, section three contained 6 items on AC, section four contained 6 items on CC, and section five contained six items on NC.

Cronbach Alpha was used to determine the reliability of the instrument. A reliability of 0.829, 0.819, and 0.762, and 0.848 were recorded for JP, AC, CC, and NC respectively. These reliabilities are good because a reliability of between .80 to .95 is generally considered very good while a reliability of between .70 to .80 is considered good (Zikmund, Barbibn, Carr & Griffin, 2010).

Table 2 Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Job Performance	.829	7
Affective Commitment	.819	6
Continuance Commitment	.762	6
Normative Commitment	.848	6

Source: Field Survey, 2019



Measurement of Variables

A Questionnaire developed by Meyer and Allen (1997) was used to measure AC, NC, and CC. The instrument has become the dominant model for study of workplace commitment (Jaros, 2007). Simo, Enache, Sallan, and Fernandez (2014) argued that Meyer and Allen's three-component model of commitment is the dominant tool used by scholars to address organizational commitment. The instrument has 18-items (AC 6, NC 6, and CC 6) and was mostly recorded on 5point Likertscale from strongly agree to strongly disagree by previous studies. The instrument received widespread usage (Jaros, 2007) and was adapted/adopted by many researchers e.g. Sung Oh (2019), Bonds (2017), Hafiz (2017), Folarunso *et al.* (2014) among others. The instrument was adapted from the work of Brown (2003)

A JP instrument developed by William and Anderson (1991) was used to measure JP. The instrument has seven items and scaled based on five point likert scale. The instrument has received wide recognition and was used by many researchers (e.g. Hafiz, 2017; Oyeniyi *et al.*, 2017; Folarunso *et al.*, 2014; Johari & Yahya, 2012; Poursafar, RaJobaepour, Seyadat, & Oreizi, 2014). Responses were recorded on five point likert scale from 1=strongly disagree to 5=strongly agree. The instrument was adapted from the work of Hafiz *et al.* (2017).

4. Results

Demographic Variables

Out of the 210 questionnaires distributed, 201 valid responses were received (96% valid response).79%of the respondents are male and 21% are female, majority of the respondents (70%) are between the ages of 24-29,30-35, and 36-41 and 23% are above 41years. Similarly, 70% of the respondents have at least first degree and while 65% of them are married.

Regression Analysis

Multiple regression analysis was used for data analysis. However, before regression analysis is run the data should be subjected to certain basic assumptions of normality, linearity, homoscedasticity, multicollinearity, and independence of error term. The data of the study was subjected to these assumption tests and satisfied all the conditions. Anova Table and Coefficients Table were used to determine the statistical significance of the study and test the hypotheses. Anova Table determines whether the model is significantly better at predicting the outcome of the DV based on F-value and P-value (sig) (Hair Jr, Black, Babin, & Anderson, 2014). F-value determines whether more variability is explained or unexplained by the regression (Zikmund *et al.*, 2010).

Coefficient Table tests the hypotheses of the study and determines whether the null hypotheses will be accepted or rejected. Standardized beta (β) provides a better insight into the importance of a predictor (IV) in the model and the number of standard deviations that the outcome (DV) will change as a result of one standard deviation change in the predictor (IV). When the beta value is positive, the relationship is also positive, whereas a negative beta value means the relationship is negative. T-values, on the other hand, measures whether the predictor is making a significant contribution to the model based on type one error rate of $p < 0.05$ (Field, 2009).



Table 3 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1005.655	3	335.218	28.007	0.000 ^b
Residual	2357.897	197	11.969		
Total	3363.552	200			

Source: Field Survey, 2019; Note: a. Dependent Variable: JobPerformance; b. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

The result in table 3 shows that, the F-value is 28.007 at sig = 0.000 (p-value < .001) which is typically within the accepted limit of confidence value in social science (Hair *et al.*, 2014; Zikmund *et al.*, 2010). This indicates that, the model is statistically significant at predicting the variation in the DV (TP).

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.883	1.526		9.754	.000
Affective Commitment	.268	.069	.279	3.897	.000
Continuance Commitment	.307	.065	.342	4.739	.000
Normative Commitment	-.070	.045	-.095	-1.548	.123

Source: Field Survey, 2019; Note: a. Dependent Variable: Job Performance

Table 4 measures the contribution of each independent variable (AF, CC, and NV) in predicting the DV (JP). The table tests the hypotheses of the study as to whether to accept the hypotheses or reject them based on slope coefficient (t-test) and significant value (p<0.05). T-value tells whether the predictor is making a significant contribution to the model based on type 1 error i.e. p<0.05: the greater the t-value (with p<0.05) the better the contribution of predictor variable (Field, 2009). Standardized beta (β) tells more on variation in the DV accounted for by the independent variable (Field, 2009) and enable researchers to determine which independent variable particularly account for more variation in the DV (Zikmund *et al.*, 2010). Therefore, most researchers frequently explained regression result by referring to β (Zikmund *et al.*, 2010). When the β value is positive, the relationship is also positive and a negative β value represents negative relationship. T-value on the other hand, tells whether the predictor is making a significant contribution to the model based on type one error i.e. p<0.005 (Field, 2009).

Discussion of Findings

Hypothesis one which states that AC has no significant effect on the JP of employees of NIMC is rejected. The t-value is 3.897 at confidence level of .000 (p-value is .000) which indicates that the p-value is within the typically accepted level of .05 for social sciences (Hair *et al.*, 2014; Zikmund *et al.*, 2010). The results meant that AC has statistical significance effect on JP of employees of NIMC. Similarly, the standardized beta (β) value for AC is 0.279 which indicates that AC accounts for about 28% variation in JP of employees of NIMC. This finding concurred with the findings of the works by Rustamadji *et al.* (2019), Krishnanathan and Mangaleswaran (2018) in Sri Lanka, Bonds (2017) in USA, and Folorunso *et al.* (2014) in Nigeria.

Hypothesis two which states that CC has no significant effect on the JP of employee of NIMC is rejected. The t-value is 4.739 with a significance of .000 (p<0.05). These results showed that CC has statistical significant effect on JP of employees of NIMC. Furthermore, the standardized



beta (β) value for CC is 0.349 which indicates that CC accounts for about 35% variation in JP of employees of NIMC. This statistical significance could be due the fact that getting employment in Nigeria is very difficult. Therefore, those who were lucky to be employed always ponder over the cost of losing the job. This finding concurred with the findings of the works by Rustamadji *et al.* (2019), Krishnanathan and Mangaleswaran (2018) in Sri Lanka, Bonds (2017) in USA, and Folorunso *et al.* (2014) in Nigeria.

Hypothesis three which states that NC has no significant effect on the JP of employees of (NIMC) is accepted. The t-value of -1.548 is very low with a significance of .123 which is greater than the mostly used threshold value of .05 for social sciences. NC underpins the employees feeling of obligation to remain with the organization and perform higher towards the attainment of the organization's goals usually because of the organization's commitment to employees (reciprocity), family ties, ownership etc. However, NIMC is government own establishment and employees felt that their needs are not of much concern to the NIMC management such that the management could reduce their pay without any prior consultation. This finding concurred with the findings of the studies by Metin and Asli (2018) in Turkey, Dinc (2017) in Bosnia and Herzegovina, and Tutei *et al.* (2017) in Kenya.

5. Conclusions and Recommendations

This study examined the effect of AC, CC, and NC on JP of employees of NIMC. The study concluded that AC and CC have statistical significance effect on JP of employees of NIMC while NC has no statistical significance effect on JP of employees of NIMC. The theoretical implications of this study included being the first of its kind conducted across the entire north-west region of the Nigeria on NIMC employees. In addition the study adds to the literatures that reported a statistical significance effect of AC and CC on JP and concluded that NC does not statistically affect JP.

The practical implication of the study is its ability to empirically establish the dimensions of OC (AC and CC) that could best be utilised by the management of the NIMC to get their employees perform higher. In addition, the empirical findings will help the management of the NIMC to know exactly where to concentrate their resources towards motivating employees to perform.

Job performance is fulcrum to the wellbeing of any organization; because performance of employees reflects on the performance of the organization at large. This emphasizes the need for the management of NIMC to ensure that their employees perform higher. We therefore recommended that the management of NIMC should concentrate more resources on AC and CC that were empirically found by the study to have higher statistical effect on JP of employees.

This study focuses on NIMC employees only, thus future studies can include other sectors. NM was found to have no statistical significance effect on JP of employees, thus a mediator variable can be introduced to ascertain whether the effect-relations between NC and JP hang on the third variable. The mixed conclusions on the effect-relationship between AC, CC, NC and JP highlight the needs for future studies to introduce a moderator variable. This study is cross-sectional therefore longitudinal study can be carried out using same model.



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