

RELATIONSHIP BETWEEN EMPLOYEE COMMITMENT AND JOB PERFORMANCE IN SERVICE ORIENTED ORGANISATIONS IN IBADAN, OYO STATE, NIGERIA

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Abstract

The study investigated the relationship between employee commitment and job performance in service oriented organisations in Ibadan. This study adopted a descriptive survey design of the ex-post facto type while a simple random sampling technique was used to select one hundred and fifty (150) respondents from Banks and Insurance companies in Ibadan. A self-constructed questionnaire named Employee Commitment Questionnaire with two sections was used to gathered relevant information from the respondents. Section A was divided into three subsections (Affective Commitment, $r = 0.81$, Normative Commitment, $r = 0.78$ and Continuance Commitment, $r = 0.75$). Section B on employee performance, has a reliability coefficient of 0.91. Three research hypotheses were formulated and tested using Pearson Product Moment Correlation (PPMC). Findings revealed that there was significant relationship between affective commitment and employee performance ($r = .346$, $N = 150$, $P < 0.05$), that there was significant relationship between continuance commitment and employee performance ($r = .288$, $n = 150$, $P < 0.05$) and that there was positive significant relationship between normative commitment and employee performance ($r = .627$, $n = 150$, $P < 0.05$). The study recommended that employers of labour and human resource managers in organisations should incorporate the three elements of commitment (Affective, Normative and Continuance) when designing employee welfare programmes. They should provide programmes for personal and career development.

Keywords: Employee Commitment, Affective, Normative, Continuance, Performance

Introduction

The constantly changing business environment globally couple with technological advancement requires firms to strive for superior competitive advantages through creativity and innovation. The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down (Ajala, 2012). As long as organisations

intend to remain in business, strategy must be designed and appropriately implemented to give the firms competitive advantage. It therefore, needs competent, loyal and committed employees to undertake this responsibility to achieve organization objectives. Meyer & Herscovitch (2001) described commitment as a force that binds individuals to a course of action that is relevant to a set target. Employees usually experience this force in the form of mindsets

which can be affective, normative and continuance.

In their theories, Meyer and Allen have divided commitment into three different categories, yet all three are connected by the common factor of an individual being tied to an organisation, whether this is derived from affective, normative or continuance commitment (Meyer, Vandenberghe & Becker, 2004). Similarly, Ahmadi & Avajian (2011) used Meyer and Allen's employee commitment model to develop a three component model of employee commitment which has been the dominant framework for commitment. The three-component model consists of:

- i. Affective commitment (AC) is the emotional attachment to one's organisation.
- ii. Continuance commitment (CC) is the attachment based on the accumulation of valued side bets (pension, skill transferability, relocation, and self-investment) that co-vary with organisational membership.
- iii. Normative commitment (NC) is the attachment that is based on motivation to conform to social norms regarding attachment.

Organisations, therefore, need to tap into these mindsets to motivate employees to achieve organisational objectives. An employee's commitment towards an organisation, whether termed as employee commitment or organisational commitment, has been defined by Armstrong (2007) as the employee's identification with the values, goals and principles of the hiring organisation, a true desire to belong and remain within the organisation and to make an effort and an endeavour on the organisation's behalf. Commitment works in multiple ways between an organisation and

its employee, while complementing engagement and motivation. At the highest level, an employee is also proud to be recognised as being a part of an organisation, fully embracing the organisation's goals and doing his/her best to help in achieving them (Armstrong, 2007).

Conceptually, commitment must go both ways, as the organisational expectations must be clear to an employee for recognition and comprehension, and to also gain an emotional and behavioural reaction in turn (Mullins, 2010). As such, commitment can be considered relevant, not only from the perspective of the benefitting organisation, but also the employee on the receiving side of said commitment. Ahmadi & Avajian (2011) in their review of Meyer and Allen, affirmed that a committed employee is perceived to be one who stays with the organisation even in turbulent times, attends work regularly, protect company's assets and shares company's goal. Therefore, it is evident that for sustained productivity, employee commitment is an important factor. It is, therefore, important for companies to know the aspects that play important role or have big impact in boosting the commitment of their employees. A large number of studies have investigated the concept of employee commitment (EC). Still, commitment is the most challenging and researchable concept in the field of management organisational behaviour.

Employee performance is a mutual perception, ability, and effort for tasks. Organisational objectives can be achieved due to good performance. Performance is linked with timeless, quality, and quantity of output, attendance/presence on job, work efficiency and work effectiveness. Ajala (2012) stated that organisations are faced with ever-increasing competition due to global nature of business as well as increase

in technological advancement. Many executives are of the impression that the level of employee performance on the job is proportional to the size of the employee's compensation package, although compensation package such as high salary and good working condition are some of the extrinsic motivation ingredients necessary to enhance productivity in the workplace.

Despite these benefits, employers are sometimes baffled when their highly-rated employees under-perform and others resign and leave. Studies such as Dowling, Festing & Engle (2013); Armstrong (2016) have also shown that employees may be dissatisfied and delusioned with their work and future. This is because most workers now realize that in any organisational setting, they must have opportunities for continuing growth and advancement if they are to be satisfied. It can be very costly for the organisations if employees are not committed in their jobs and lack the necessary motivation to exercise their full potentials particularly in service oriented organisations such as insurance and banking where competition is very keen. It is, therefore, timely to conduct a study to examine the relationship between commitment and employee performance and proffer useful suggestions.

Literature Review

Employee commitment has been described as one of the most investigated concepts in studies of employee performance in the workplace (Howard, Thomas, Becker & Meyer, 2009). According to these authors, this might be partially due to the fact that work-related commitments have been found to have positive influences on various job outcomes such as absenteeism, turnover, motivation and performance. Studies have shown that the success or failure of any organisation depends on the performance of

its employees (Ezirim, Nwibere, & Emecheta, 2010; Ezirim, Nwibere, & Emecheta, 2012). A committed employee is perceived to be one who stays with the organisation even in turbulent times, attends work regularly, and protects company's assets and shares company's goal. According to Khan, Razi, Ali & Asghar (2013), committed employees benefit their organisations in many ways. They will put forth extra efforts in fulfilling their job, engage in extra-role behaviour, and help organisation function smoothly.

For instance, studies such as Negin, Omid & Ahmad (2013) Qaisar, Rehman & Suffyan (2012) discovered that organisational commitment dimensions (affective, normative and continual) jointly and independently predict job performance. The results indicated that the three dimensions of organisational commitment such as continual, normative, and affective have relationship with job performance of employees. In the same vein, Qaisa, Rehman & Suffyan (2012) demonstrated the influence of organisational commitment (continual, normative and affective) on policies performance. Statistical results showed that organisational commitment (continual, normative and affective) independently and jointly predict the employee's performance. Studies of commitment in the teaching profession also revealed that commitment is an important determinant of employees' performance among both teaching and non-teaching staff in higher education institutions (Folorunso, Adewale & Abodunde, 2014). For example, study by Suliman & Iles (2000) concluded that organisational commitment (continual, normative and affective) has a positive relationship with employee's performance.

Committed employees continue longer, perform better, efficient, effective

and complete tasks on time. Hafiz (2017) found that three elements of organisational commitment is an essential factor towards improvement of performance among banking employees. The results show that dimensions of organisational commitment independently and jointly influence the employees' performance in service oriented organisations such banks. The study concluded that employees are willing to devote and remain with the organisation in order to accomplish target because they have same goals and values with the organisation. In the same vein, Chughtai & Zafar (2006) and Suliman & Lles, (2002) agreed that organisational commitment dimensions; affective, normative and continual have positive and significant relationship with job performance. However, the study of Clarke (2006) revealed that continuance commitment has negative impact on job performance while affective commitment and normative commitment have positive impact on job performance.

The relationship between employee commitment and workers' performance has been studied under various disguise. Khan, Ziauddin, Jam & Ramay (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Commitment to organisation is positively related to such desirable outcomes as motivation (Mowday, Steers & Porter, 1979) and attendance (Mathieu & Zajac, 1990) and is negatively related to outcome as absenteeism and turnover (Tuttle, 2006). Employees with high level of organisational commitment provide a secure

and stable workforce and thus provide competitive advantage to the organisation.

Committed employees have been found to be more creative; they are less likely to leave an organisation than those who are uncommitted (Porter, 2001). Employees who are committed to their respective organisation are more likely not only to remain with the organisation but are also likely to exert more efforts on behalf of the organisation and work towards its success and therefore are also likely to exhibit better performance than the employees who are not committed. Ooi (2006) in a similar study, found a positive association between employee participation and affective commitment. Meyer, Paunonen, Gellatly, Goffin & Jackson (2001) examined facts of a positive correlation between employee commitment and job performance.

They found out that low commitment on the part of the employee has been associated with low levels of morale and performance (DeCottis & Summers, 2000). Non-committed employees often depict the organisation in negative terms to outsiders, thereby inhibiting the organisation's ability to recruit high-quality employees (Mowday, Porter, & Steers, 2002) and decreased measures of altruism and compliance (Schappe, 2000). Shore, Barksdale and Shore (1995) studied 231 managers and 339 subordinates in multinational firms in United States and found that affective commitment and job performance are positively correlated. In another study, Somers and Birnbaum (2000) studied the relationship of work related commitment and input on employee job performance. Their findings suggested that career commitment is positively related to job performance. Both affective and normative commitments were found to be related to job performance.

Suliman & Lles (2002) explored the nature of employee commitment in three industrial units in Jordan by using employees' job performance and five demographic variables. Their study revealed that employee commitment comprises three-dimensional concept. The findings also uncovered a positive relationship between commitment (all the three components) and job performance. Moreover, organisational commitment and its three dimensions present positive and negative relationships with age, sex, education, job status, and organisational tenure variables.

Clarke (2006) studied the commitment and network performance in UK based health care units and found that commitment may play a significant role specifically with performance outcomes. The researcher found that statistically, both affective and normative forms of commitment have significant impact on performance. Affective commitment was positively related to network performance. The finding that continuance commitment was negatively related to network performance suggests that the relationship between commitment and performance within networks is certainly not straightforward. Rashid, Sambasvani & Joari (2003) studied 202 managers in Malaysian companies and their findings suggested that corporate culture and organizational commitment are interrelated and both have far reaching impacts on employee performance. Job commitment has also been found to have significant relationship with performance in other service industry such as hospitality.

For instance, Oyeniyi, Adeyemi & Olaoye (2013) investigated the influence of affective commitment, continuance commitment and normative commitment on job performance among the employees in

Nigerian Hospitality industry. The study revealed that affective commitment and continuance commitment are independent predictors of job performance. The conclusion drawn from this study is that affective commitment and continuance commitment have weak influence on job performance unlike normative. Peace and Mohammed (2014) found a fairly high relationship between employee commitment and organisational performance in manufacturing companies; this implies that employee commitment improves the company's performance. It was, therefore, deduced that organisational performance can simply be improved through employee commitment. It was also found that there is a very high relationship between employee commitment and employees' turnover, meaning that employees' turnover rate is highly determined by the level of employee commitment.

Hartmann & Bambacas (2000) argued that work experiences, such as role clarity, are related to the feeling of belonging which can further be linked to affective commitment. Normative Commitment (NC) has grand value for organisations and their human resources. It revealed visible responsibility of staying with the organisation (John, David, Lynne, & Laryssa, 2002). Normative Commitment relaxes an employee's compulsory feelings towards collaborators or management; employees stay at the work place because they think an obligation to perform (Ahmadi & Avajian, 2011). Employee commitment has been shown to be loyal and optimistically connected with higher level of place work performance (Sarah, Jolian, Robert & Karl, 2011).

Relational agreements are predictable to be continuing, lively and development, and hence to meet individual needs in favour

of liveliness and belongingness. Individuals in relational agreement naturally obtain advantage from the developmental perspective and individual uphold, they collect from the organisation, and do not express a focus on an evaluative wisdom of what they would get or lose by parting. Normative commitment is sensation of responsibility. Well-behaved and faithful employees can work better having fewer opportunities, considering themselves employees of the organisation (Green, 2008).

Employees are the vital resource in any organization and any society. Therefore, organisations have to care for employees fairly in order to catch the attention of and support good employees (Newstrom, 2007). Individual and collective action affects the organisational commitment. Job satisfaction and organizational commitment of employees have major impact on service value that is delivered. The touching element of commitment was found more significant than job satisfaction in shaping service value of customer-contact employees (Neeru & Avinandan, 2004). Shaw, Delery & Abdullah (2003) stated that Normative Commitment has grand value for organisations and their human resources.

Continuance commitment, according to Ahmadi & Avajian (2011), revealed that when an individual commits to the organisation because he/she perceives high costs of losing organisational membership, including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organisation because he/she “has to”. Riketta (2002) in a study focused on affective and continuance commitment. Affective commitment (AC) concerns employees’ emotional attachments to their organisations.

Employees with strong AC believe their values match those of their employer and feel emotion emotionally attached to and identify with their company. AC effects are often explained in a social exchange framework, such that employees exchange good treatment by the firm (e.g., trust, safe conditions, and fair compensation) for their affective attachments. They concluded that these stronger attachments result in more favourable job performance. Employees work hard, when organisations appreciate, compensate, facilitate, respect them, and think for their career opportunities, considering them as members of the organisation. Akintayo (2010) noted that one of the reasons why commitment has attracted research attention is that organisations depend on committed employees to create and maintain competitive advantage and achieve superior performance. Based on the findings, the study raises the following hypotheses:

Research Hypotheses

The following hypotheses were tested in the study at 0.05 level of significant:

H0₁: There is no significant relationship between affective commitments and employees’ job performance

H0₂: There is no significant relationship between continuance commitment and employees’ job performance

H0₃: There is no significant relationship between normative commitment and employees’ job performance

Methodology

This study adopted a descriptive survey design of the ex-post facto type. It reduced error, bias and maximized the reliability of data. The study population consists of all the selected employees in Insurance companies and Banks in Ibadan. A

simple random sampling technique was used to select an equal number of seventy-five respondents from Insurance companies and Banks in Ibadan, making a total of total of one hundred and fifty (150) respondents used for the study.

An instrument named “Employee Commitment Questionnaire” was used to collect relevant data for the study. It was adapted from Mayer & Allen (1997) and has three subsections (Affective Commitment, $r = 0.81$, Normative Commitment, $r = 0.78$

and Continuance Commitment, $r = 0.75$). Questions on employee performance were drawn from employee task performance scale developed by William and Anderson (1991). It has a reliability coefficient of 0.91. All questions were structured along four point Likert scale of SA- Strongly Agree, Agree, Disagree and Strongly Disagree. Data collected were collated, coded and processed. Hypotheses were analyzed using Pearson Product Moment Correlation (PPMC).

Results and Discussion

Hypothesis 1: There is no significant relationship between affective commitment and employee performance

The result obtained from the test is summarized in Table 1 below.

Table 1: Pearson Product Moment Correlation showing the significant relationship between Affective Commitment and Employee Performance

Variables	Mean	Std. Dev.	n	r	p	Remark
Affective Commitment	44.9880	6.0264	150	.346	.000*	Sig.
Employee Performance	32.8480	4.0619				

*Significant at $p < .05$

It is shown in the above table that there was significant relationship between affective commitment and employee performance ($r = .346$, $N = 150$, $P < 0.05$). The null hypothesis is rejected. It is clear, therefore, that employee commitment had a very strong relationship with employee productivity. Affective commitment (AC) concerns employees’ emotional attachments to their organisations.

Employees with strong AC believe their values match those of their employer and feel emotionally attached to and identify with their company. This finding is in line with that of Khan (2010) who found that commitment plays a significant role

specifically with productivity. He concluded that, statistically, affective commitment has significant impact on performance. Similarly, Somers and Birnbam (2000) studied the relationship of work related commitment and input on employee job performance and found out that affective commitment was positively related to job performance.

Hypothesis 2: There is no significant relationship between employee continuance commitment and employee performance. The result obtained from the test is summarized in Table 2 below.

Table: 2 Pearson Product Moment Correlation showing the significant relationship between Employees' Continuance Commitment and Employee Performance

Variables	Mean	Std. Dev.	n	R	P	Remark
Continuance Commitment	46.9880	5.0264	150	.288	.000*	Sig.
Employee Performance	32.8480	4.0619				

*Significant at $p < .05$

It is shown in the above table that there was significant relationship between continuance commitment and employee productivity ($r = .288$, $n = 150$, $P < 0.05$). The null hypothesis is rejected. This finding is in line with a number of authors who found out that continuance commitment is positively related to employee productivity. For example, Ahmadi & Avajian (2011) found out in his study that when an individual commits to the organisation because he/she perceives high costs of losing

organisational membership, including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred such employee remains a member of the organisation because he/she "has to".

Hypothesis 3: There will be no significant relationship between normative commitment and employee performance.

The result obtained from the test is summarized in Table 3.

Table 3: Pearson Product Moment Correlation showing the significant relationship between normative commitment and employee performance

Variables	Mean	Std. Dev.	n	R	P	Remark
Normative Commitment	36.7480	5.3785	150	.627	.000*	Sig.
Employee Performance	32.8480	4.0619				

*Significant at $p < .05$

It is shown in the above table that there were positive significant relationships between normative commitment and employee performance ($r = .627$, $n = 150$, $P < 0.05$). The null hypothesis is rejected.

This is in line with the finding of Hafiz (2017) and Oyeniyi, Adeyemi & Olaoye (2013) that the feeling to remain with organisation may result from internalisation of normative pressure exerted on an individual prior to entry into the organisation such as family, cultural orientation or organisation orientation. He found out in the study that normative commitment also develop when organisation provides employer with reward in advance such as the payment of college tuition or when

organisation incurs significant cost in providing employment such as cost associated with job training. Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organisation until debt has been repaid.

By implication, committed employees will show better performance in their work place. This is because commitment relaxes employee' feelings towards the management. They, therefore, remain with such organisation because they have an obligation to perform. Such employees have been shown to be loyal and optimistically connected with higher level of place work performance.

Conclusion

This study found that all the three elements of employee commitment (affective, continuance and normative commitment) significantly influence job performance. Normative has the highest significance, followed affective and continuance respectively. This notwithstanding, commitment is an essential factor that can enhance job performance in service industry such as Insurance companies and Banks. Employer of labour, human resources managers and industrial social workers should, therefore, put into consideration the three components of commitment when designing welfare package for their employees. Employees will put more effort when organisations appreciate, compensate and think about their career growth. When this is done, employees will perform their duties effectively and efficiently. They also become loyal to the organisations and stay with it for a long time.

Recommendations

Based on the findings, the following recommendations were made:

- i. Employers and human resource managers in organisations should incorporate desire-based - affective commitment, obligation-based - normative commitment as well as cost - continuance commitment when designing employee welfare programmes and should see them as contributors to the success of the organisation.
- ii. Employers need to recognize that employees are organisations' most important assets. They should be provided with programmes for personal and career development. This entails, long range planning for career development programme

including ways of securing union support.

- iii. Employees should be provided with information on opportunities that exist within the company for job expansion and upward mobility or expansion.
- iv. A good working conditions and work environment should be provided within the workplace to make employees contribute their best towards the realization of the organizational objectives
- v. Hard work, dedication and devotion to work should be compensated while indolence and poor performance should be punished. In promoting staff, efficiency, and effectiveness should be strictly adhered to and capabilities to perform in higher positions must be considered as a way of motivating workers to achieve higher productivity.

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