



Organizational Commitment and Employee's Job Performance: Evidence from Nigerian Hospitality Industry

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ABSTRACT

The study investigates the influence of organizational commitment on job performance among the employees in Nigerian hospitality industry. Specifically, the study examines the influence of affective commitment, continuance commitment and normative commitment on job performance among the employees in Nigerian Hospitality industry. This study made use of descriptive survey research, while a structured questionnaire and personal interview were used to collect data from seventy five (75) respondents in the selected hotels and restaurants in Osun State, Nigeria. Data were analysed with the aid of Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. Results revealed that affective commitment ($\beta = 0.067$; $t = 0.380$; $P > 0.05$) and continuance commitment ($\beta = 0.082$; $t = 0.546$; $P > 0.05$) have positive but insignificant influence on job performance. Results also indicate that normative commitment ($\beta = -0.080$; $t = -0.569$; $P > 0.05$) has negative but insignificant influence on job performance. The study concludes that that affective commitment and continuance commitment have weak influence on job performance while normative commitment has inverse influence on job performance. Subsequently, the study recommends that management should live up to its responsibility by motivating its employees through motivating factors that have a significant effect on employee job performance.

Keywords: Organizational Commitment, Job Performance, Hospitality Industry, Normative, continuance, Affective.

INTRODUCTION

Organizational commitment is one of job related attitudes that has been well researched in the field of human resource management by scholars and practitioners and its significance has been documented in the literatures. Organizational commitment is an important organizational subject because high levels of commitment lead to several favourable organizational outcomes (Robbins, 2005; Parvin, Kabir & Nurul, 2011; Folorunso, Adewale & Abodunde, 2014). The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997; Robbins, 2005; Boehman, 2006; Brown, 2003). According to Khan, Razi, Ali and Asghar (2013), committed employees benefit their organizations in many ways. They will put forth extra efforts in fulfilling their job, engage in extra-role behaviour, and help organization function smoothly. Past studies indicate that organizational commitment is negatively related to turnover intentions (Cooper-Hakim & Viswesvaran, 2005), absenteeism (Farrell & Stamm, 1988), and positively related to job performance (Chen & Francesco, 2003), and motivation of employees (Mathieu & Zajac, 1990).

The hospitality industry has been recognised as a pillar of economic growth and development in developed and developing countries. According to Baker, Bradly and Huyton (2000), the hospitality industry has contributed significantly to the economic growth and development. In some regions, income from it is one of the main sources of foreign exchange e.g Fiji, United State of America, the Caribbean

and Hong Kong. Sanni (2009) also notes that the hospital industry has contributed significantly to the growth of an economy by providing a lot of employment opportunities for the people, funding a large percentage of a country's Gross Domestic Product, thereby helping to raise the national income and by earning foreign currencies through the goods and services provided to foreign visitors, thus improving the balance of payments (Bake, Bradly & Huyton, 2000). To support this assertion, United Nations World Tourism Organization (UNWTO) confirms that between 70% and 75% of international tourists' expenditure goes to hospitality services on annual basis (Akpabio, 2007).

Statement of the Problem

Despite the fact that Nigeria is blessed with abundant tourism components attractions which could make her hospitality industry viable and great, the industry has not been contributing significantly to the Nigerian economy. In line with this opinion, Awoseyin (2007) and Nwosu (2008) observe that the Nigerian hospitality industry is faced with a lot of problems. Among them are poor services and unethical behaviours by professionals in the industry. Consequently, many reputable hotels and restaurants in Nigeria especially in Osun State, have moribund while surviving ones are still performing below an expected standard. This may be as a result of low motivation, low job satisfaction and lack of organizational commitment among the employees, which might have created negative job attitudes.

Organizational commitment has been examined in manufacturing sector, education sector, and public sector in both developed and developing countries. However, there is dearth of studies, especially in Nigeria, that addressed the role of organizational commitment in hospitality industry. It is in the light of this, the study intends to fill the gap in knowledge by focusing on the role of organizational commitment in organizational performance among employees in the selected Hotels and Restaurants in Osun State, Nigeria.

Research Objectives

The main objective of this study was to investigate the influence of organizational commitment on job performance among the employees in Nigerian Hospitality industry. The specific objectives are to;

- i. examine the influence of affective commitment on job performance among the employees in Nigerian Hospitality industry.
- ii. assess the influence of continuance commitment on job performance among the employees in Nigerian Hospitality industry
- iii. evaluate the influence of normative commitment on job performance among the employees in Nigerian Hospitality industry

Research Questions

- i. what is influence of affective commitment on job performance among the employees of Nigerian Hospitality industry?
- ii. what is the influence of continuance commitment on job performance among the employees of Nigerian Hospitality industry?
- iii. to what extent does normative commitment influence job performance among the employees of Nigerian Hospitality industry?

Research Hypotheses

H₀₁. Affective commitment is not significantly influence job performance among the employees of Nigerian Hospitality industry.

H₀₂. Continuance commitment is not significantly influence job performance among the employees of Nigerian Hospitality industry.

H₀₃. Normative commitment is not significantly influence to job performance among the employees of Nigerian Hospitality industry.

REVIEW OF RELATED LITERATURE

Organizational commitment continues to be one of the most popularly researched subjects as it has significant effects on job performance and turnover (Chen & Francesco, 2003) and subsequently on organizational performance. According to Robbins (2005), organizational commitment is one of the job related attitudes which has attracted the minds of scholars and practitioners in the field of Human

Resources Management due to the impact it has on employees and organizational performance. Dorgan (1994) defines commitment as the enhanced functional and operational performance, including quality as the main principal. Adekola (2012) defines commitments as being a positive evaluation of the organization and the organizations goals. Goutan (2004) also defines commitment as being a bond between an individual (the employee) and the organization (the employer). From the above definitions, organizational commitment therefore can be defined as employees' attachment to their organization and considering organizational goals like that of their own. Boehman, (2006) and Brown (2003) view organizational commitment as multidimensional in nature, involving an employees' willingness to exert effort on behalf of the organization, the degree of goal and value congruency with the organization, and desire to maintain membership.

Organizational Commitment Dimensions

Miller and Lee (2001) identify three dimensions of organizational commitment; affective commitment, continuance commitment, and normative commitment. According to Porter, Lyman, Steers, Mowday and Boulian (1974), three dimensions of organizational commitment includes; (a) the belief of organizational goal and value acceptance, (b) the willingness to pursue the organizational benefit, and (c) the intensive desire of organizational position maintenance.

Affective commitment: is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals. Mathew and Shepherd (2002) further characterized affective commitment by three factors (1) "belief in and acceptance of the organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership". Naser (2007) also further stated that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal".

Continuance commitment: is the willingness to remain in an organization because of the investment that the employee has with "non-transferable" investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization Miller and lee (2001) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

Normative commitment: is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization (Porter *et al.*, 1974).

Job Performance

According to Byars and Rue (2000) and Campbell (1990), job performance is kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfilment of organizational regulations, expectations, or requirements for an official role. Parvin, Mahamuda, Kabir and Nurul (2011) assert that job performance is the attained outcome of actions with the skills of employees who perform in some situation. According to Chen and Francesco (2003), job performance is productivity that expresses the quantity, quality and contribution of a job. Schermerhorn (1992) argues that job performance is the results of quality and quantity after completion of a mission by an individual or a group. According to Cole (2003), overall performance encompasses all behaviours, task or otherwise, necessary for the successful performance of a job. Motowidlo, Borman and Schmidt (1997) see job performance as the aggregated value to the organization of the discrete behavioural episodes that an individual performs over a standard interval of time.

Empirical Review

Previous studies have divergent opinions on the relationship between organizational commitment dimensions and job performance (Negin, Omid & Ahmad, 2013; Qaisar, Rehman & Suffyan, 2012; Prasetya & Kato, 2011 Chughtai & Zafar, 2006; Clarke, 2006; Epitropaki & Martin, 2005). For instance, Negin, Omid and Ahmad (2013), Qaisar, Rehman and Suffyan (2012) discover that organizational

Measures

Organizational Commitment Scale (OCS): This scale was used to measure respondents’ organizational commitment levels. It was developed and validated by Allen and Meyer (1990). It is a 5-point Likert type rating scale with the following degree of response: Strongly agree (5); Agree (4); Uncertain (3); Disagree (2); and Strongly disagree (1). It consists of 24 items: items 1-8 measure **affective commitment**; 9-16 measure **continuance commitment**, and 17-24 measure **normative commitment**. The aggregate scores of respondents as well as their composite scores for each of the three factors were computed. It was reported that reliabilities coefficients ranging from .78-.81 (affective commitment); .54-.75 (continuance commitment) and .67-.78 (normative). This implies that the scales are reliable.

Job Performance Scale: This scale was used to assess employees’ perceived levels of performance. The scale was developed and validated by William and Anderson (1991). It is a Likert type scale anchored on 5-point rating scale. Its response format ranges from “strongly agree” (5) to “strongly disagree” (1). It consisted of 11 items and the authors reported Cronbach reliability alpha of 0.91.

Method of Data Analysis

Data were analysed with the aid of Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression.

Model specification

The present study estimates three regression models. The models seek to investigate the impact of organizational commitment on job performance. Organizational commitment is measured by affective commitment, continuance commitment and normative commitment. The specifications of these models are given below;

Model I:

Job Performance = f (Affective Commitment)
 Job Performance = $\beta_0 + \beta_1 \text{Affective Commitment} + \mu_i$ (i)

Model II:

Job Performance = f (Continuance Commitment)
 Job Performance = $\beta_0 + \beta_1 \text{Continuance Commitment} + \mu_i$ (ii)

Model III:

Job Performance = f (Normative Commitment)
 Job Performance = $\beta_0 + \beta_1 \text{Normative} + \mu_i$ (iii)

Where;

- β_0 = intercept
- β_1 = regression coefficient
- μ = stochastic error term

DATA ANALYSIS AND DISCUSSION

Relationship between Organizational Commitment Dimensions and Job Performance

Results in Table 1 indicate that there is positive but insignificant relationship between affective commitment (Mean = 4.6400; r = 0.044; Pns), continuance commitment (Mean = 4.7467; r = 0.064; Pns) and job performance among the employees in Hospitality industry. Results also reveal that normative commitment (Mean = 4.6933; r = -0.066; Pns) has inverse relationship with job performance but not significant. This may be as result of look warm attitudes of management of hospitality industry to their staff welfares.

Moreover, the results indicate that affective commitment and continuance commitment have weak influence on job performance while normative commitment has no influence on job performance. The influence of affective commitment and continuance commitment were positive, meaning that any unit increase in affective commitment and continuance commitment, the employee seems to be committed to his /her job.

The implication of this finding is that for the hospitability industry not to fall, and for it to be relevant to the Nigerian economy, management must live up to its responsibility by motivating its employees.

Table 1: Relationship between Organizational Commitment Dimensions and Job Performance.

Model 1	Mean	SD	1	2	3	4
1. Job Performance			1	.044	.064	-.066
	4.6400	.56089				
2. Affective Commitment	4.8400	.36907	.044	1	-.003	.183
3. Continuance Commitment	4.7467	.43785	.064	-.003	1	-.121
4. Normative Commitment	4.6933	.46421	-.066	.183	-.121	1

Influence of Organizational Commitment Dimensions on Job Performance

Table 2 reveal that affective commitment ($\beta = 0.067$; $t = 0.380$; $P > 0.05$) has positive but insignificant influence on job performance among the employees of Nigerian Hospitality industry. This study agrees with Shore, Barksdale and Shore (1995) study that affective commitment and job performance are positively correlated but not significant. Therefore, null hypothesis is accepted which states that affective commitment is not significantly influence job performance among the employees of Nigerian Hospitality industry.

Table 2 also shows that continuance commitment ($\beta = 0.082$; $t = 0.546$; $P > 0.05$) is independently predict job performance but insignificant. This connotes that management of Nigerian hospitality industry have not put policies in place that make it very difficult for an employee to leave the organization. Therefore, null hypothesis is accepted which states that continuance commitment is not significantly influence job performance among the employees of Nigerian hospitality industry.

Table 2 also indicates that normative commitment ($\beta = -0.080$; $t = -0.569$; $P > 0.05$) has negative influence on job performance. This implies that employee did not have a moral obligation to the organization. This study is in agreement with study of Somers and Birnbanm (1998) who confirm that normative commitment has negative influence on job performance.

Therefore, null hypothesis is accepted which states that normative commitment is not significantly influence job performance among the employees of Nigerian hospitality industry.

The implication of this finding is that management of Nigerian hospitality industry should live up to its responsibility by motivating its employees in order to put forth extra efforts in fulfilling their job, engage in extra-role behaviour, and help organization function smoothly.

Table 2: Regression results of the Influence of Organizational Commitment Dimensions on Job Performance.

Model 2	Beta	t-statistics	p-value
Affective Commitment	0.067	0.380	0.705
Continuance Commitment	0.082	0.546	0.586
Normative Commitment	-0.080	-0.569	0.571

CONCLUSION AND RECOMMENDATIONS

This study investigates the influence of organizational commitment on job performance among the employees in Nigerian hospitality industry. Specifically, the study examines the influence of affective commitment, continuance commitment and normative commitment on job performance among the employees in Nigerian Hospitality industry. The study reveals that affective commitment and continuance commitment are independent predictors of job performance but insignificant while the normative commitment has negative influence on job performance but not significant. The conclusion drawn from this study is that affective commitment and continuance commitment have week influence on job performance while normative commitment has inverse influence on job performance. subsequently, the study recommends that management should live up to its responsibility by motivating its employees through pay satisfaction, effective pension plan, training and development, effective performance

appraisal and other factors that have a significant effect on employee job performance, if they want to become a leader and wax stronger in a global competitive environment especially in Africa.

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