



Employee Commitment And Organizational Performance Among In Nigeria Breweries Company In The South-East, Nigeria

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ABSTRACT

The study examined employee commitment and organizational performance among in Nigeria Breweries Company in the South-East, Nigeria. The study investigates the effect of affective commitment, continuance commitment and normative commitment on organizational performance in Nigeria Breweries Company in the South-East, Nigeria. The related literature was reviewed. The study is anchored on Expectancy Theory. The researcher adopted survey research design. The area of study was carried out in Nigeria brewing companies in South-East, Nigeria. The population of the study 1752 employees of Nigeria Breweries Company in the South-East, Nigerian Breweries plc, Onitsha, Nigerian Breweries plc, Owerri, Nigerian Breweries plc, Enugu and Nigerian Breweries plc, Aba. The sample size of the study was 337. This study used primary source data. The instrument employed for data collection is questionnaire. The researcher used face and content validity in this study. Test-retest method and correlation method was used in testing the reliability of instrument. Multiple regression analysis was used variable in testing the hypotheses. The result of multiple regression analysis shows that affective commitment has a significant positive influence on organizational performance. Continuance commitment has a significant positive effect on organizational performance in Nigeria Breweries Company and Normative commitment no significant positive effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East. The study concludes that that employee commitment positive significant effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East. It was recommended among others that managers prioritize and have their concentration more on those factors that will increase the employees affective commitment levels so as to maintain a competitive standard in the market and breweries industry. Management a need to consider the staff and their job assignment to knowledge accessibility in other to improve organizational performance through compulsory training programmes for all. Organizational factors if not closely monitored are the greatest contributors of loss of morale amongst employees and hence start hatching an exit strategy thus these factors must be carefully addressed constantly to allow a minimum level of comfort and normative commitment from the employees.

Keywords: Affective commitment; Continuance Commitment, Normative Commitment, Organizational Performance

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 (Parvin, Kabir & Nurul,

2011; Folorunso, Adewale & Abodunde, 2014). In today's competitive planet every organization is facing new challenges regarding sustained productivity and creating committed workforce (Addae, and Wang, 2006). Nowadays no organization can perform at peak levels unless each employee is committed to the organizations objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. Commitment according to Armstrong-Stassen (2004) is not only a human relation concept but also involves generating human energy and activating human mind. Without commitment, the implementation of new ideas and initiatives will be compromised (Bakker, et al., 2003; Armstrong-Stassen, 2004; Becker, 2009). Naser, (2007) asserted that when employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally withdraw from the organization. Thus, organizational commitment is an important attitude in assessing employees' intention to quit and the overall contribution of the employee to the organization.

Performance, therefore, is the outcome of actions with the skills of employees who perform in some situation (Prasetya and Kato, 2011). Suhartini, (1995) viewed employee performance is a mutual result of effort, ability, and perception of tasks. Good performance is step towards the achievement of organizational aims. Hence more struggles are required to improve the organizational performance. Negin, Omid and Ahmad, (2013) affirmed that Organizational commitment can improve employees' performance and raise organizational overall competitiveness.

Statement Of The Problem

High labor turnover, absenteeism, poor motivation and low performance are some of the feature of employees' low commitment in the organizations (Grawitch, et al., 2007). Several academic researches on human resource management practices suggested that high commitment human resource practices increase organizational effectiveness by creating a condition whereby employees become highly motivated and involved in the organizational activities aimed at achieving organizational goals (Grawitch, et al., 2007; Meyer, 2009; Meyer, and Parfyonova, 2010). In sub Saharan Africa, commitment affect the personal life of employees which results in low performance of employees (Meyer, and Parfyonova, 2010). Aminah (2008) said that work and family conflict is inversely linked to employees' performance. It is examined that work and family conflict decreases employee satisfaction, increases performance.

Moreover, recent studies have shown that high commitment practices can work well synergistically and a reflective of a general commitment strategy (Gagné, et al., 2008). Furthermore, high commitment work practices do improve performance, labour productivity and the quality of service (Meyer, 2009). 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 effect of organizational commitment in organizational performance among employees in Nigeria Breweries Company in the South-East, Nigeria.

Objectives Of The Study

This study aims to examine the effects of employee commitment on organizational performance in manufacturing firms in South-East, , Nigeria. The specific objectives are to:

1. Determine the influence of affective commitment on organizational performance in employees in Nigeria Breweries Company in South-East, Nigeria.
2. Examine the effect of continuance commitment on organizational performance in employees in Nigeria Breweries Company in South-East, Nigeria.
3. Investigate the normative commitment on organizational performance in employees in Nigeria Breweries Company in South-East, , Nigeria.

Research Questions

In line with the objectives, the following research questions were formulated to guide this study:

1. To what extent does affective commitment influence organizational performance in employees in Nigeria Breweries Company in South-East, Nigeria?
2. To what extent does continuance commitment affect organizational performance in employees in Nigeria Breweries Company in South-East, Nigeria?

3. To what extent does normative commitment affect organizational performance in employees in Nigeria Breweries Company in South-East, Nigeria?

Hypotheses

The following hypotheses were formulated to guide this study.

Ho₁: Affective commitment has no significant positive influence on organizational performance in Nigeria Breweries Company South-East, Nigeria.

Ho₂: Continuance commitment has no significant positive effect on organizational performance in Nigeria Breweries Company South-East, Nigeria.

Ho₃: Normative commitment no significant positive effect on organizational performance in employees in Nigeria Breweries Company South-East, Nigeria.

Significance Of The Study

This section provides a brief description on the importance of carrying out this study. How research obtained by studying the topic in question will benefit different sections like the organization and its employees, the service industry as a whole and finally the future researchers who may want to study the problem further to enhance knowledge.

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.

It will enhance proactiveness by creating systematic measures which ensure that employees are committed with in the service industry.

Future Researchers: This study will benefit and help future researchers as their guide and reference as well as open more forum of study in the topic and broaden ideas on the problem in the question

REVIEW OF RELATED LITERATURE

Conceptual Framework

Employee Commitment

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 Employee Commitment is generating human energy and activating the human mind (Jaw and Liu, 2004). Meyer and Allen, 2001, defined commitment as a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function. 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. Chen and Aryee (2007) affirmed that commitment of employees is an important instrument for improving the performance of the organizations.

Adekola, (2012) defined commitments as being a positive evaluation of the organization and the organizations goals. According to Goutam (2004) defined commitment as being a bond between an individual (the employee) and the organization (the employer). Miller and Lee (2001) identified three types of commitment that are, affective commitment which measures an employee's emotional attachment to, identification with, and involvement in the organization, normative commitment reflects pressures on an employee to remain with an organization resulting from organizational obligations. Continuance commitment refers commitment associated with the costs that employees perceive are related to leaving the organization. Boehman, (2006) and Brown (2003) view organizational commitment as multidimensional in nature, involving an employee's willingness to exert effort on behalf of the organization, the degree of goal and value congruency with the organization, and desire to maintain membership.

Employee commitment has been described as consisting of affective and /continuance as an attitude, differences between commitment and job satisfaction are seen in several ways. Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or various facets of the job and also an attitude toward work related conditions, facets, or aspects of the job. Therefore, commitment suggests more of an attachment to the employing organization as opposed to specific tasks, environmental factors, and the location where the duties are performed.

When discussed on these terms, commitment should be more consistent than job satisfaction over time.

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 ones commitment to their place of employment they often feel like they have a moral obligation to the organization (Porter et al., 1974).

Employee Performance

Performance is kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfillment of organizational regulations, expectations, or requirements for an official role. According to Prasetya and Kato, (2011) performance is defined as the attained outcome of actions with the skills of employees who perform in some situation. Moreover, performance is productivity that expresses the quantity, quality and contribution of a job. When productivity is high the overall performance within the organization will be high (Sun, 2001). Whitmore (1997) defined performance as a deed, a performance, a public exhibition of skill. That is, performance is an employee's overall work outcomes, including efficacy, efficiency, and effectiveness (Hsu, 2005). While Gibson et al. (1995) stated that the employee's performance is the result of work accomplished by a person in connection with his position in the organization. According to William and Anderson (1991) employee performance is a mutual result of effort, ability, and perception of tasks.

Theoretical Framework

Expectancy Theory

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Salaman et al, 2005).

This theory is based on the hypothesis that individuals adjust their commitment to the organization on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of

employment commitment. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Salaman et al, 2005).

Empirical Review

Oyenyi, Adeyemi, and Olaoye (2017) investigated 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

Bandula, & Lakmini (2016) examined the employee commitment influence on the job performance based on leasing companies in Sri Lanka. Totally 115 employees were surveyed and its representing employees of Licensed finance companies (LFCs) and specialized Leasing companies (SLCs). The tool used for measuring employee commitment in terms of affective commitment, normative commitment, and continuance commitment has been developed by Allen and Meyer (1991) and the tool used for measuring job performance has been developed by the Williams and Anderson (1991). The Data was analyzed by using the SPSS software package and it shows the result of the research which is primary and secondary research findings. The primary finding was express about the relationship between employee commitment and the job performance of the employees. According to the correlation test employee commitment was the influence of the employee job performance and hence it is proved that employee commitment is significantly correlated with the job performance. Furthermore, the analysis of data describes that employee commitment has significantly impacted on job performance. Furthermore, in this study continuance commitment is the most affected element of employee commitment to job performance. Finally, this study can be concluded that employee commitment has significantly impacted on job performance and it has a positive relationship between employee commitment and job performance of the employees.

Igbaekemen and Idowu (2014) the impact of organizational commitment on employees Productivity using Nigeria Brewery, PLC. A descriptive research design was used, and survey method adopted for the study. A survey design was used in conducting the research making use of 2-point Likert scale of "YES" "NO". Stratified random sampling technique was used to select the sample size. The population of the study consists of 200 members of staff of Nigeria Brewery Plc at head office, A total of two hundred (200) participants, which comprises senior staff and supervisors, were selected for the purpose of this study. Data collections for the study were collected through primary source. In analyzing the data, the percentage of those that answered 'Yes' and 'No' were calculated by first obtaining the frequencies of those that responded 'Yes' 'No'. In testing the hypotheses, inferential statistics of Chi-square was used. The result of the hypotheses tested shows that organizational commitment to employee has significant impact on employee performance. That employee commitment to their organization is significant to the organization productivity. Organizational motivational measure will have significant effect on employee productivity, because it will boost employee morale

Igella (2014) determined the factors that influence employee commitment, basing on a case study of Kenya Civil Aviation Authority (KCAA). A descriptive research design was adopted, to build a profile of the factors that influence employee commitment in KCAA. The study population comprised a total of 168 employees from all the various organizational functions or divisions. Stratified random sampling technique was used to draw a sample size of 92 respondents. The data collection instrument was a tailor-made structured questionnaire developed. Methods used for analyzing data included

descriptive, standard deviation, co-variance and correlation. The findings obtained from the study show that organizational factors have a strong influence on employee commitment. These factors include; organizational dependability, effectiveness of the organizations social processes, and the organizational climate. The findings also indicated that organizational factors such as demand for perfection, strong work ethic, organization being highly reliable, organization promoting top down social interactions, organization encouraging formation of self-managing teams, employee interaction with the organization, the organization having a strong management style, the organization promoting team work and the organization encouraging retention of its employees all strongly influenced the commitment of employees, though the scale of influence varied depending on a particular respondent. The study concluded that although all the organizational factors analysed had an influence on employee commitment, demand for perfection and the organization having a strong management style had the strongest influence. The researcher recommends that within the context of a service industry the organisational factors where emphasis should be based are demand for perfection and the organization having a strong management style, while the individual factors where much emphasis is recommended include older employees and the positions the employees held within the organization and lastly, on the effect of employee commitment on organizational performance, much emphasis should be put on productivity and employee loyalty.

Umar (2013) in their study on Employee Commitment and Performance Of Manufacturing Firms with the objectives of the research as: to identify the employees' organizational commitment; to establish the relationship between employee's commitment and job satisfaction that leads to organizational performance; to identify factors that will enhance employee commitment. Primary data used for the study were generated through questionnaires administered to the respondents. 79 respondents of Dangote Flour Mills were randomly selected. Tables and percentages were used to present the data collected. Pearson correlation analysis and multiple regression were used to test hypotheses of the study. Findings of the study show that 57.2% of the respondents have high commitment to their organization. Correlation analyzes shows that there was a positive correlation (+ 0. 445) between job satisfaction and employee organizational commitment. Multiple regression revealed that pay and job promotion are the important elements that influence employee commitment. It is recommended that manufacturing organizations should emphasize pay and job promotion to enhance higher employee commitment that will engender high productivity.

METHODOLOGY

Research Design

The researcher adopted survey research design. The area of study was carried out in Nigeria brewing companies in South-East, Nigeria. The population of the study 1752 employees of Nigeria Breweries Company in the South-East, Nigerian Breweries plc, Onitsha, Nigerian Breweries plc, Owerri, Nigerian Breweries plc, Enugu and Nigerian Breweries plc, Aba. The sample size of 337 was obtained using Borg and Gall (1973) formula This study used primary source data. The instrument employed for data collection is questionnaire. The researcher used face and content validity in this study. Test-retest method and correlation method was used in testing the reliability of instrument.

Method of Data Analysis

Frequency distribution table to present the data gathered. Multiple regression analysis was used variable in testing the hypotheses and researcher questions. The statistical package for social sciences (SPSS) version 21 was used employed to test the hypotheses.

DATA PRESENTATION AND ANALYSIS

A total of three hundred and two (337) copies of questionnaire were distributed to the employees of the selected manufacturing firms. A total of two hundred and nineteen (300) copies were retrieved from the respondents, out of which three hundred (300) copies were properly filled and found usable for the study. The 7 copies were not properly filled.

Test of Hypotheses

Here, the hypotheses formulation in chapter one of this study is tested for acceptance or rejection. This was done using multiple regression analysis. The coefficients of the multiple regression analysis are presented in the table below.

Table 1. Coefficients of the Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.146	2.370		7.655	.000
1 Affective commitment	.196	.056	.120	2.714	.008
Continuance Commitment	.205	.066	.217	3.120	.002
Normative commitment	.248	.055	.252	2.152	.009

Source: SPSS Version 21.0

Hypothesis One

Ho: Affective commitment has no significant positive influence on organizational performance in Nigeria Breweries Company in the South-East

Ho₁: Affective commitment has a significant positive influence on organizational performance in Nigeria Breweries Company in the South-East

Based on the t-statistics of 2.714 and probability value of 0.008 in table 4.6, (affective commitment) Affective commitment was found to have significant positive influence on organizational performance. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We then conclude that affective commitment has a significant positive influence on organizational performance in Nigeria Breweries Company in the South-East, Nigeria

Hypothesis Two

Ho: Continuance commitment has no significant positive effect on organizational performance in Nigeria Breweries Company in the South-East

Hi: Continuance commitment has a significant positive effect on organizational performance in Nigeria Breweries Company in the South-East

Table 4.6 shows that (Continuance commitment) has a t-statistics of 3.120 and probability value of 0.002 which is statistically significant at 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We then conclude Continuance commitment has a significant positive effect on organizational performance in Nigeria Breweries Company in the South-East

Hypothesis Three

Ho: Normative commitment no significant positive effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East

Hi: Normative commitment no significant positive effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East

From the table 4.6 above, the probability value for (Normative commitment) is 0.009, which is less than 0.05 (0.009 > .05). We therefore reject the null hypothesis and accept the alternative hypothesis and conclude that normative commitment no significant positive effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East

Summary of Findings

The data generated were analyzed using multiple regression analysis and the following were discovered that.

1. Affective commitment has a significant positive influence on organizational performance in Nigeria Breweries Company in the South-East, Nigeria
2. Continuance commitment has a significant positive effect on organizational performance in Nigeria Breweries Company in the South-East
3. Normative commitment no significant positive effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East

CONCLUSION

This work examined the effect of employee commitment on organizational performance, in selected manufacturing firms, South-East, Nigeria. From the analysis it was discovered that Affective commitment, Continuance commitment and Normative commitment had a positive significant effect on organizational performance. Therefore, the study concludes that employee commitment positive significant effect on organizational performance in manufacturing firms in Nigeria Breweries Company in the South-East

RECOMMENDATIONS

Based on the finding, the following recommendations were made to enhance the effect of employee commitment on organizational performance.

1. Managers prioritize and have their concentration more on those factors that will increase the employees Affective commitment t levels so as to maintain a competitive standard in the market and breweries industry.
2. Management a need to consider the staff and their job assignment to knowledge accessibility in other to improve organizational performance through compulsory training programmes for all employees in order to improve continuance commitment and understanding.
3. Organizational factors if not closely monitored are the greatest contributors of loss of morale amongst employees and hence start hatching an exit strategy thus these factors must be carefully addressed constantly to allow a minimum level of comfort and Normative commitment from the employees.

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