

**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE  
PERFORMANCE; THE CASE OF LUNA EXPORT SLAUGHTERHOUSE  
PLC**

**BY  
EMNET DEMESSIE**

**ADDIS ABABA  
MARCH, 2023**



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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE  
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DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

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## STATEMENT OF DECLARATION

I, the undersigned student of St, Mary's University, declare that this thesis entitled " **The Effect of Organizational Commitment on Employee Performance in the Case of Luna Export Slaughterhouse Plc**" is the outcome of my own effort and study. Materials used for the study have been duly referenced and acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor.

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Signature and Date

## **ENDORSEMENT**

This paper has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as an advisor at the University.

Temesgen Belayneh (PhD)

**Advisor**

**St. Mary's University**

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**Signature and Date**

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## **Abbreviations**

OC:	Organization Commitment
LUNA:	Luna Export and Slaughterhouse PLC
AC:	Affective Commitment
CC:	Continuance Commitment
NC:	Normative Commitment
EP:	Employee Performance
DV:	Dependent Variable
IV:	Independent Variable
SPSS	Statistical Package for the Social Sciences
PLC:	Private Limited Company

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## Abstract

*Nowadays companies want to make sure that they have strong resources that can face the rapid changes in the environment. One of the most important resources is human resources. The interest of the companies to have committed employees have been increased because there is a big difference between the performance of committed employees and the rest of the employees. Committed employees perform well in the organization and help the organization to grow and face the competitive environment. The main objective of this research was to investigate the effect of organizational commitment on employee performance in the case of Luna Export slaughterhouse PLC in Addis Ababa, Ethiopia. As a result, 203 questionnaires were collected from Luna Export Slaughterhouse PLC employees. The collected data was encoded and analyzed using Statistical Package for Social Science (SPSS) computer software program version 20. Based on the result found affective, normative, and continual commitment are positively related to employee performance separately and jointly. In addition, affective commitment ( $\beta=0.663$ ) was found to have more strong effect on employee performance than continuous commitment ( $\beta=0.189$ ) and normative commitment ( $\beta=0.180$ ). This study found that three elements of organizational commitment are essential factors in the improvement of the performance of Luna Export and Slaughterhouse PLC employees. The results show that dimensions of organizational commitment independently and jointly influence the employees' performance. It means that employees are willing to devote themselves and stay in the organization to accomplish their objectives. An important implication of the study is that the management should focus on improving their organizational commitment to enhance job performance and also should speak with employees on a one-on-one in a regular basis to learn about their concerns.*

**Keywords:** Employees, organizational commitment, affective commitment, continuance commitment, normative commitment, Employee performance.

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

It is important for every organization to improve employees' performance in order to have an outstanding commitment for long term basis. Hence, employees are the important element of organization to ensure the achievement of goals and performance. The organization has developed many strategies to compete with competitors in terms of competitive markets and increase the performance in order to achieve the goals and objectives of the organization. Higher level of employee performance in the organizational either individual or business can be the main reason that leads to organizational success (Ahmed, N. Shafi and W.A. Shaheen, 2011). Due to that, the organization needs to monitor and evaluate employee' performance from time to time to ensure the organization can improve their management. Commitment was acting and linked closely with the employee to ensure the level of performance can match and compete with others. Organization commitment is generally considered as the loyalty (Olajide, A., 2000). When the operation has begun, the organization needs to identify the external and internal problems take over the lead to understand on how to improvise the entire performance.

This research studied the relation of organizational commitment with other factors in which the bond strength is dependent on them. Employee behavior has a strong relationship with organizational commitment. Committed employees minimizes the chances of turnover and absenteeism (K. Davis and John W. Newstrom, 1989). Thus, performance is the result of actions of employees who used his/her skills in few situations. Employee performance is a mutual perception, ability, and effort for tasks. Organizational objectives can be achieved due to good performance. Although, more efforts are required for enhancement of organizational performance. Organizational commitment improves the organizational competitiveness and employee's performance (Navdeep, K. and P. Garg, 2010).

Organization's commitment is directly related to the employees' performance. The performance of employees is affected by different factors at work place. In (Stephen P. Robbins, 2009) indicated that when employees feel happy about the work, then their performance is increased

and perform tasks in a better way. Hence, every employee should enjoy their work, the positive things and good environment around them. Moreover, when the organization provides opportunities that will increase their commitment as well as helps to boost the performance. At the same time, the employees also can reduce the risk attached to safety and environment at workplace in order to maintain the performance.

Good communication in organization is also an important element and the employees must participate to ensure that the information can be transferred accurately and effectively. The organizational commitment can be measured if the performance of employees or output meet or pass their expectations. It shows that the employees have great strengths, skills and abilities to perform the tasks. The employees' performance is not only judged by the organizational commitment that had been produced, but also the way that they had performed the task to complete it. Another criterion to judge the organizational commitment is their ability to maintain the employees' performance, even though they have completed the task and the employees should not split up, they rather need to continue to the next level have the chance to grow.

All organizations want to be successful from time to time, even in the current environment where it is highly competitive and unstable economically. The organization should encourage employees to give more attention at once to increase performance to be better. Lack of organization commitment gives the negative effects on employee productivity, which maybe extent contribute to failure of organization by not achieving their goals (Osa, I.G. and I.O. Amos, 2014). Organization's commitment to employee can be achieved through various motivation incentives. However, they cannot easily be achieved.

Luna Export Slaughter House PLC was established in March 2002 G.C Located in Modjo town of Ethiopia and covers 50,000 Square meters of area. The company is a family-owned private limited company established to supply fresh chilled meat, mainly goat and sheep meat, to The Middle East and African countries. The chilling rooms take 400m<sup>2</sup> storage areas. The abattoir has a dressing capacity of 2600 sheep and goats or 200 cattle a day. The meat-processing unit, with the capacity to process more than 20 tons of meat per day.

There are different business units in the company and a total of 860 employees are found in the company. The company uses different methods to increase the performance of the employee. Therefore, this study examined the effect of the organization commitment on the performance of the employee and suggested a way forward based on the result.

## **1.2. Statement of the problem**

Organizational commitment results in a stable workforce and the retention of valued skills because the organization can thus form a consistent group of employees who worked with each other longer and know the strengths and weaknesses they have amongst each other. When employees are committed, they are involved and have an active rela with the organization; they are also willing to give “something of themselves” for the organization's wellbeing (Porter et al, 1979).

By knowing what drives the commitment of employees, positive environment can be created to deliver tangible results quickly. Lack of organization commitment gave negative effects on employee performance which to a large extent contribute immensely to failure of organization not achieving their goals. The variables under study are organizational commitment as independent variable and employee performance as dependent variable. Organizational commitment has been further disintegrated into three parts affective commitment, continuance commitment and normative commitment.

The Business nature of Luna is human based or dependent on the performance of employee. Based on the information gathered from the HR department of Luna and also the assessment done on the exist interview of the company, most of the resigned employee mentioned that the organizational commitment is low in the company. Moreover, nothing is done by the company to evaluate the effect of the organizational commitment on the performance of the employee. This may affect the organization's success as the company has a strategy to use the current employee in a key position on the future human based performance dependent company.

Therefore, in this paper the researcher tried to evaluate the effect of origination commitment on the employee performance and to recommend ways that ensure organizational commitment and enhance employee performance in all business units of the company and measure the level of organizational commitment to employee performance.

### **1.3. Research Questions**

This research raised the following research questions related the statement of the problem in the Luna Export Slaughterhouse Plc and give answers for the following research questions.

- 1.What is the effect of organizational commitment on employee performance in Luna Export Slaughterhouse Plc?
- 2.What are the strategies to sustain commitment in the organization?
- 3.What is the level of organizational commitment of employees in the organization?
- 4.What problems are evident in the organization in terms of commitment and performance?

### **1.4. Objectives of the study**

The general and specific objectives of the study are discussed as follows:

#### **1.4.1. General Objectives**

The main purpose of the research was to investigate the effect of organizational commitment on employee's performance in Luna Export Slaughterhouse Plc.

#### **1.4.2. Specific Objectives**

The specific objectives of the study are:

- To test the effect of organizational commitment on employee's performance in Luna Export Slaughterhouse Plc.
- To identify strategies to sustain commitment in the organization.
- To measure the level of organizational commitment of employees in Luna Export Slaughterhouse Plc.
- To assess the main problems in the organization that affect organizational commitment and employee's performance.

### **1.5. Significance of the Study**

The purpose of the study was to explore the individual performance of an employee in relation to the development of this era. It is important to keep employees committed to the company in order to achieve high performance from the employees. The findings of this will help the company to understand the importance of employee commitment. As the findings are targeted to one case study, the organization will get knowledge on the present responsibility and inspiration level inside its current employees' base. By taking the correct sort of strategic steps the organization can raise the employee commitment level. This can also help the employees in the long run to achieve enhanced performances and efficiency in business activities. It is believed that the findings of the research work will have far reaching implications to the Stakeholders by enhancing knowledge and understanding the relationship between organizational commitment and employee performance which will be essential on prompting further study on the subject for both public and private sector organizations. The Study also mainly serves as a source of reference and base for further research work for other researchers and academicians in the field of human recourse and business management.

### **1.6. Scope of the Study**

The study was deiminated geographically, conceptually and methodologically. Geographically Luna export Slaughterhouse Plc factory located at Modjo town and the head quarter at Addis Ababa. The target population under the study were delimited to the employees of Luna. Conceptually, the main focus of this study was to examine the effect of organizational commitment on employee performance in Luna Export Slaughterhouse Plc. As a cross-sectional study, the findings of this paper showed commitment and performance at a time. Therefore, any finding in this study should be explained in relation to identifying the strategies to sustain commitment in the organization and also to examine the effect of organizational commitment on employee performances. Methodologically, the research was delimited by analysis and interpretation of the data by taking questionnaires and secondary sources which includes documentation and periodically reports analysis. The time period spent for this study was from April, 2022 to January, 2023 G.C

## **1.7. Organization of the study**

The thesis consists five chapters. The first chapter covers the introduction of the subject with the relevance and justification, the research questions, problem statement, objectives and the scope of the study. Next the literature review (Chapter Two) where the researcher analyzed the existing literature about organizational commitment and performance that were considered in the study, which leads to the development of hypotheses and a theoretical framework. On chapter three a review on the research methodology, the subject and development of a theoretical framework for the study was covered. In addition, detail explanation was done on review of the research methodology, which encompasses the sub-sections of selection of instruments and measures, sampling design and data collection. In the result and discussion chapter (Chapter Four) the result was presented, which includes a summary of the respondents' statistics, analysis of measures, and a summary of research results. In the last chapter (Chapter Five), the researcher discussed the summary of major findings and the conclusions and the recommendations is given.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Theoretical Review**

##### **2.1.1 Organizational commitment**

Organizational commitment is considered as most important concept which influences turnover and job performance as well as organizational performance. Commitment is taken as future agreement for a specific task in special circumstances and time. The employee's belief and behavior for an organization is called as organizational commitment. An employee becomes committed when he/she is sincere for duty, assigned tasks, and creative towards work. The commitment of employee with an organization is a huge incentive because in this case they will work for organizational goals and also achieve the targets set by the organization.

Employee behavior has a strong relationship with organizational commitment. Committed employee minimizes the chances of turnover and absenteeism. Commitment is said to be a willingness of employee to positively work for an organization and continue his/her work (Mowday RT, Porter LW, Steers RM, 1982). Organizational commitment is an essential behavior for assessing the intention of employee to leave or stay and employee contribution in organization. Thus, performance is the result of actions of employees who employed his/her skills in few situations. Employee performance is a mutual perception, ability, and effort for completing the tasks allocated between employee and employer. Organizational objectives can be achieved due to good performance. Although, more efforts are required for the enhancement of organizational performance, organizational commitment improves the organizational competitiveness and employee's performance (Negin M, Omid M, Ahmad BM, 2013)

According to Bragg (Bragg T, 2002) states that organizational commitment is categorized in four perspectives like; firstly "want to" organizational commitment. Employees are more devoted and sincere for organization for improving the organizational productivity or output. Employees are forced to have over work and extra miles but they remained motivated and work efficiently (Bragg T, 2002). Second perspectives are "have to" commitment in which a person have worse

attitude for organizational supervisors or management. Third, perspectives of commitment are “ought to” which is considered as the sense of obligation for organization for improvement of organizational value system such as ethical value, criteria, norms, and standards. Forth, commitment perceptive is “have to leave” shows weak organizational commitment.

### **2.1.2 Stages of Organizational Commitment:**

Researchers argued that the organizational commitment has three stages. The reason why the employee committed is different from one stage to another. The three stages are described as below:

#### **2.1.2.1. Compliance stage:**

Compliance or exchange stage is the stage when the individual acts with the performance that complies with organization standards not because he or she believes in the organization standard and values, but because he or she gets incentives and promotion from the organization, so the commitment of the individuals in this stage is based on the number of rewards they get from the organization (Kelman, 1958).

#### **2.1.2.2. Identification Stage:**

Identification stage is defined in terms of belongingness to the organization in which the individual in the organization has a strong relationship with her or his organization and they are proud because they are members of this organization (Mael and Ashforth, 1992). Stinglhamber et al.(2015) have mentioned in their study that most of the scholar argued that the organization is the first and most important place in which the individuals can identify themselves, and they also found a positive relationship between organization identification stage and affective commitment, so employees’ commitment in the identification stage is different from compliance stage because the employees in this stage have a strong desire to remain in the organization because of the level of belongingness they have toward their organization.

### **2.1.2.3. Internalization Stage:**

(O'Reilly and Chatman, 1986) define this stage as the stage of matching between employees believe and value and their organization, they mentioned in their study that this stage is the final stage of commitment because the employees in this stage want to stay in the organization because they share the same values. So, as we mentioned before the stages of commitment differ from one stage to another, firstly the employees want to stay because of the reward, after that, they want to stay because they feel that they belong to the organization and lastly, they want to stay because they share the same values with the organization.

### **2.1.3 Three Components/Model of Commitment**

The topic of organizational commitment has always been a popular topic for scholars. Since the 1980s, most scholars have been studying the theories of organizational commitment (Griffin & Bateman 1986; Morrow 1983; Mowday, Porter & Steers 1982; Reichers 1985).

The research on the definition of organizational commitment has three similarities: affective attachment to the organization, cost perception related to leaving the organization, and obligations to stay in the organization (Meyer and Allen, 1991). First of all, most of the authors interpret the commitment as an affective orientation towards the organization. They think that this was related to the individual's identification with the organization (Mowday et al 1979), attitude towards the organization, and affective attachment to goals and values (Buchanan, 1974, p. 533). Second, there is a continuing commitment when commitments are linked to continued participation in profits or departure from related costs (Kanter, 1968). Finally, some researchers believe that lifelong commitments can be interpreted as maintaining ethical loyalty and commitment to the organization (Marsh and Mannari, 1977).

The above three common points about the definition of organizational commitment can be interpreted as affective, continuous and normative commitments (Meyer and Allen, 1991). These three commitments express a psychological state, also have an impact on the relationship between employees and organizations and the retention of organizational members (Meyer and Allen, 1991).

### **2.1.3.1. Affective Commitment**

Affective commitment includes four categories: personal characteristics, structural characteristics, job-related characteristics, and work experience.

First, the perspective of personal characteristics, employees are willing to make promises for many reasons, such as personal professional ethics (Buchanan 1974; Kidron 1978), personal responsibilities (Griffin & Bateman 1986), and personal to work Interests etc. (Dubin, Champoux, & Porter 1975). All of these can be used to prove that employees are different in their willingness to make promises (Griffin & Bateman 1986). In addition, environmental factors have also contributed to individual commitments (Meyer and Allen, 1991). The better the personal traits blend with the environment, the more active the response will be (Hackman & Oldham 1976; Hulin & Blood 1968), and vice versa.

Second, the structural characteristics are also related to employee commitment (Meyer and Allen, 1991). Although most researchers less directly examine the relationship between organizational structure and individual commitment (Glisson & Duric 1988), the relationship between organizational structure and personal commitment is indirect (Podsakoff et al. 1986). The relationship between employee and subject matter, the clarity of the role of employees in the organization are related to the organizational structure (Meyer and Allen, 1991), so the organizational structure can indirectly affect the employee's feelings, thus affecting employees' affective commitment.

Third, job-related characteristics are also one of the factors that affect individual commitment (Meyer and Allen, 1991; Joiner and Bakalis, 2006). Support from supervisors, support from colleagues, and access to resources are job-related features that affect individual commitment (Joiner and Bakalis, 2006). Research shows that employee commitment is strongly influenced by the organizational support and that employees are more likely to return to supporting organizations in accordance with effective commitments (Eisenberger et al., 1986). Similarly, the friendly relationship with colleagues has the same impact on employees' effective commitments, which makes employees to have a strong effective commitment (Mottaz, 1988).

Resources are very important job-related features for employees (Joiner and Bakalis, 2006). Access to resources can influence whether employees give an effective commitment to the organization (Angle and Perry, 1983). Job-related resources include office space, photocopying facilities, administrative support, and computer use (Joiner and Bakalis, 2006). Access to resources can make it easier for employees to complete work and improve employee self-efficacy (Spreitzer, 1996).

### **2.1.3.2. Continuance Commitment**

Continuance commitments are the requirements of individuals for the continuous work of the organization (Allen and Meyer, 1991), such commitments are generally based on benefits. Continuance commitment to the reaction is the individual's perception of the costs of leaving the organization, and anything that can increase costs can be seen as a prerequisite for continuance commitment (ibid.). The longer the individual works in the organization, the more benefits are gained, and the greater the convenience of individuals in accessing resources (ibid.). This means that the longer the work is done in the organization, the more benefits it will receive, the more specific skills will be acquired, and the formation of personal relationships and a high degree of seniority in the organization (ibid.). When employees leave their jobs, they lose everything they already have and they continue to work for the organization in order to keep their existing resources (ibid.).

According to Baker (1960), continuance commitment is influenced by age and length of service (Aranya & Jacobson 1975; Ferris & Aranya 1983; Parasuraman & Alutto 1984; Stevens et al. 1978). Younger employees are more likely to leave the organization, because they have less work experience, and the cost of leaving the organization is lower than that of the older employees with extensive work experience (Meyer & Allen, 1984). In addition, the continuance commitment is also affected by the number or size of the organization's investments (Farrell & Rusbult, 1981). When organizations increase the number or size of investments, the attractiveness of other alternatives to the market will decline, the organization's attractiveness to employees will increase, and employee commitment will increase (Meyer and Allen, 1991). Finally, job satisfaction has also become a factor that affects employees' continuance commitment (ibid.). When employees are more satisfied with their work, it means that the higher

the employee's departure cost, the employee will give a continuance commitment and continue to work in the organization.

### **2.1.3.3. Normative Commitment**

According to (Meyer and Allen, 1991), there is less research on normative commitment, and there are more theoretical developments than empirical. The normative commitment is the connection between individuals and organizations (Bergman, 2006), Wiener (1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter an organization or join an organization. When employees believe that they can be rewarded by following social norms (Meyer and Allen, 1991), employees will be willing to make normative commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982).

### **2.1.4 Relationship between Organizational Commitment and Performance**

Researchers have carried out various studies to examine relationship between organizational commitment and performance. Findings of the previous studies have given varied results. Some have found positive relationship between organizational commitment and performance (e.g. (Benkhoff, 1997); (Suliman, 2000); (Meyer, 2002) while others have examined very weak, negative or insignificant relationship between the two (Mathieu, 1990). This variation in results is due to the way commitment has been conceptualized (Benkhoff, 1997). After in depth review of literature they explored previously studied five types of work related commitment behaviors including job commitment, organizational commitment, work group commitment, career commitment and work values commitment. Employee performance can be measured by different ways like employee self-perceived evaluation, supervisor evaluations, peers/coworkers evaluation or objective ratings (Benkhoff, 1997)) assessed that researchers have mostly measured performance subjectively because acquiring objective data is difficult.

Affection for job occurs when individuals feel a strong emotional attachment to their organization, and to the work they do. They most likely identify with the organization's goals and

values, and genuinely want to be there. If employee enjoys his/her work, they likely feel good, and be satisfied with his/her current job. In turn, this increased job satisfaction likely to add to their feelings of affective commitment. Literature is evident that out of three commitment components, affective commitment has been mostly studied in past (Brunetto, 2003) Many previous researchers have found positive relationship between affective commitment and employee performance (Mayer & Allen, 1996:1).

### **2.1.5 Factors that affect organizational commitment based on several commitment**

A number of researchers have discussed about how important commitment is towards organizational performances. Meyer and Allen (1997) believe that the stronger correlation between organizational commitment and job performance exists in the individual performance of employees. Take salespersons as an example, there is a strong positive correlation between personal performance and organizational commitment of employees (Dubinsky and Hartley, 1986; Skinner, 2000). So, accepted towards organization plays a vital role to enhance the integrity and effective performance. Hersey and Blanchard (2005) have discussed several factors that affect organizational commitment based on the commitment towards the job, people, own self, organization and stakeholder. The factors are argued by scholars as follow:

#### **2.1.5.1 Commitment towards job**

According to Meyer and Allen (1991), there is less research on normative commitment, and there are more theoretical developments than empirical. The normative commitment is the connection between individuals and organizations (Bergman, 2006), Wiener (1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter an organization or join an organization. When employees believe that they can be rewarded by commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982).

Employee satisfaction is an employee's evaluation of work and has always been an important issue for the organization (Bhatti & Qureshi, 2007). Peng et al. (2014) defined it as employee's feeling toward his or her job. However, few organizations have made employees' job satisfaction

as a top priority (Bhatti & Qureshi, 2007). Organizations have not yet realized that employees are more inclined to choose a more productive and creative employer. So when employees think that employers can be satisfied with themselves and get happiness from work, employees are willing to make a commitment.

#### **2.1.5.2 Commitment towards people**

Many aspects of employees' interpersonal contact and co-workers are positive, which indicates that the employees' personal and environmental factors are in a positive state (Leiter and Maslach, 1988), and they will be willing to make a commitment to the organization. Such a commitment is a commitment to people.

Some of the personal factors that affect the commitment level are the gender of the employee, their age and their education level. (Al-Ajmi, 2006) made a study on 436 employees in five organizations to test if there is a difference between males and females' commitment in the workplace, but the result showed that there is no difference between the level of commitment based on the gender, while the result showed that the difference in commitment between males and females is based only on normative commitment, they found that females have more normative commitment than males (Khalili and Asmawi, 2012). The ages of the employees are also one of the main personal factors that affects the commitment, (Finegold, Mohrman, and M. Spreitzer, 2002) examined a study to explore the relation between the age of the employees and their commitment, their study has involved 3000 employees from six big companies, they found that the desire to stay in the organization for employees between the ages 31-45 and over 45 are more than those under the age of 30. While the effect of education level on organizational commitment has received different views, (Manríquez, Ramírez, and Guerra, 2010) argued that as the education level of employees increases as their commitment decrease, they examined the degree of commitment for employees who have a low education level, and they found that those employees stay more in the organization.

### **2.1.5.3 Commitment towards own self**

According to (Buchanan, 1974), commitment will establish an exchange relationship between the organization and the individual, and the employees will bundle themselves with the organization in return for good relationship. When a change is made, the direction of the organization's change will affect the employee's commitment (Vakola and Nikolaou, 2005). The employees are willing to accept the change and make a commitment to the organization at the same time. While the interests of the organization are contrary to the personal interests of the employees, the employees will give up their commitment to the organization for their personal interests (Vakola and Nikolaou, 2005).

### **2.1.5.4 Commitment towards the organization**

In a large number of studies on organizational commitment, some people believe that employees make commitments because of the identity of the organization, and the high recognition of the organization. Recognition makes employees to voluntarily commit themselves to continue to work (Hup Chan, 2006). The identity of the organization can help employees understand their experience, organize their ideas, develop strategies, and ultimately achieve a sense of self-achievement (Cheney, 1983). Organizational identification is related to intention to stay in the organization. Similarly, job satisfaction is also positively related to organizational commitment (Myers and Oetzel, 2003), work input and job motivation are also related to organizational identification. (Papa et al, 1997) confirmed that human development is accompanied by efficient communication, which means that the organization embeds employees into the organization, and employees will volunteer to work for the organization. When a team is working together, a person can recognize the pressure. This kind of pressure can increase the time for members to work together (Barker and Tompkins, 1994). Personal identification can attract the attention of individuals to a complex process, and eventually make individuals become members of the organization (Barker, 1993). Therefore, for a developing organization, members are willing to commit to the organization because of their high recognition of the organization.

### **2.1.5.5 Commitment towards Stakeholders**

Another important group who has impact on organizational commitment is a stakeholder. Although many scholars have made great efforts for the stakeholder theories (eg Bergami and Bagozzi, 2000; Carmeli, 2005; Carmeli and Freund, 2002; Dukerich et al., 2002), many important links are still missing, and these theories are related to organizational identification and commitment (Carmeli, Gilat and Weisberg, 2006). Stakeholder theories show that the company should analyze the key components of the interests, which will affect the behavior of the stakeholders, that is, the commitment to the organization (Donaldson and Preston, 1995).

Different stakeholders have different importance for employees, so employees' commitment to the organization will be affected to varying degrees (Carmeli, 2006). Different stakeholder groups can create a different impression of the organization (Carmeli, 2006), which will affect whether employees are willing to make a commitment to the organization to continue to work. For example, when a salesperson has a good relationship with a customer, he/she will be willing to continue to work for the organization, and the relationship with the supplier also affects his/her impression of the organization (Carmeli, 2006).

## **2.2. Empirical Review**

### **2.2.1. Organizational Commitment and Its Effects on Organizational Performance**

Researchers tried to understand what commitment is, and study the approaches that enhance it in relation to organizational performance. They defined commitment accordingly, it is an attitude about employees' loyalty towards organization and it's a continuous process that show itself by individuals' participation in organizational decisions, paying attention to members, and organizations welfare and success. Some defined organizational commitment as relative level of defining individual's identity in relation to organization and his/her participation in it. Based on this definition, there are three factors of organizational commitment: 1 Accepting organization's objectives and values 2. Having tendency towards strong effort for organization 3 having strong tendency to continue membership in organization. Furthermore, the researchers revealed the most significant organizational commitments belong to Meyer and Allen. Those are Emotional commitment, Continuous commitment, and normative commitment.

The researchers also discussed a correlation between emotional and normative commitment and perceptive dimension; and also, there is a correlation between continuous commitment and behavioral dimension in their study. They mentioned five kinds of commitment those are:

**1. Commitment to the organization**

If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization, and are satisfied with their work

**2. Commitment to people**

Employees feel committed to the people they value, and respect and sometimes they won't fail the people to whom they are considered as role models or the people whom they believe in them.

**3. Commitment to the job**

Commitment to work or work commitment is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he/she is associated with.

**4. Commitment to self,**

Self-commitment is a promise to follow through on your accountability, or a promise to perform your intended actions to serve the organization to meet the obligations or achieve organizational goals.

**5. Commitment to customer or client.**

Such commitment influences customer satisfaction and behavioral intentions. Moreover, employee commitment fully mediates the relationship between technical quality and customer satisfaction and partially mediates the association between personal interaction and customer satisfaction.

The researchers described Organizational commitment and factors related to performance. That commitment is a relative level of an employee's loyalty to a specific organization and his/her involvement and participation in it by Committing him/herself to the organization, to people to the job, to themselves, and to customers or clients of the organization.

Strong belief in the organization's objectives and values, and a tendency to make a considerable effort for the organization, bring a strong desire to continue membership in the organization.

Based on Allen and Meyer's opinion, organizational commitment is a mental relationship between an employee and an organization that decreases the possibility of his voluntary departure from the organization (Allen, 1993)

### **2.2.2. The relationship between organizational commitment and employee's performance**

Previous studies provided inconclusive evidence on the relationship between organizational commitment dimensions and employees performance. For instance, (Negin. M,2013) examined that, the impact of organizational commitment on employee's job performance among the Malik bank staff. The result revealed that organizational commitment dimensions; affective, normative and continual have positive and significant relationship with employee's job performance. (Qaisar, 2012) also explored the effects of organizational commitment dimensions (affective, normative and continual) on employees' performance among Pakistan Police officers. Results of the statistical analysis indicated that organizational commitment dimensions (affective, normative and continual) were jointly and independently predict officers' performance. A study conducted (Chughtai, 2006) among university teacher of Pakistan concluded that organizational commitment dimensions; affective, normative and continual have positive and significant relationship with employees' performance. In the same line, (Suliman A. a., 2002) explored the nature of organizational commitment in three industrial units in Jordan by using employees' job performance and five demographic variables. Their research revealed that organizational commitment comprises three-dimensional concept.

The findings also uncovered a positive relationship between commitment (all the three dimensions) and job performance (Khan, 2010)) also conducted research on employees working in oil and gas sector of Pakistan and found positive and significant relationship ( $r=0.218$ ,  $p<0.001$ ) between organizational commitment dimensions and performance.

### **2.2.3. Employee commitment as key factor to affect performance**

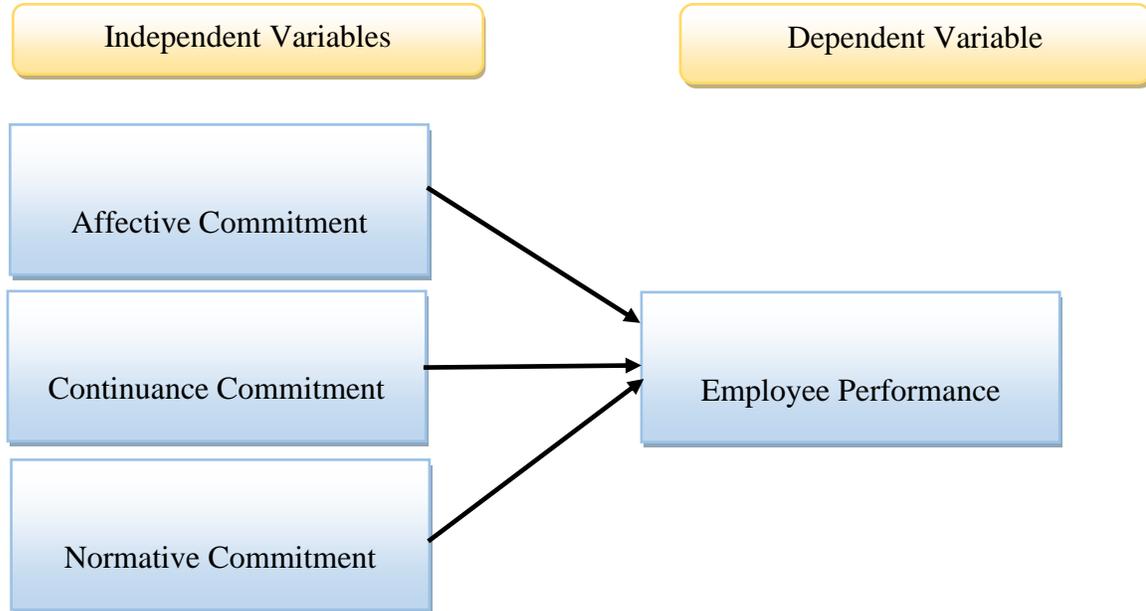
Stephen L. Fink (1992) explains that employee commitment is only one of many factors affect performance, but certainly is a key factor. He defines commitment as an attitude that develops from a process called identification, which occurs when one experiences something, someone, or some idea as an extension of oneself. While all research on commitment treats it only in terms of

identification with organization, that is, its goals, values, and mission, on the other hand, he focuses on three-dimensional concept including identification with the work itself and with co-workers. He is sure that these are equally important because they can have powerful effects upon employee performance. On his research he makes an interactive model that proposes

1. Good management practices result in an effective reward system and employee commitment,
2. An effective reward system results in enhanced employee commitment and employee performance,
3. Employee commitment results in enhanced employee performance.

As a result of the research in two companies, whose 418 and 430 employees, respectively, he found that there was significant correlation between employee performance ratings and commitment score in all categories, and also the correlation between performance and commitment for managers and operational employees grouped separately were significant in all categories. The higher the level of employee commitment to work, coworker, and organization, the higher the level of performance.

### 2.3. Conceptual frame-work of the Research



**Figure-2.1 Conceptual frame-work of the Research**

**Source:** Muhammad Usman Qaisar, Muhammad Safdar Rehman & Muhammad Suffyan March 2012

## **2.4. Hypothesis**

There have been a number of researches devoted to the relationship between organizational commitment and employee performance.

**H1:** Affective commitment has significant and positive effect on employee performance

**H2:** Continuance commitment has significant and positive effect on employee performance

**H3:** Normative commitment has significant and positive effect on employee performance

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Research Design**

A descriptive research design was used to gather the data. This method is selected because the study attempted to identify the main factors those contribute to minimize commitment in the organization and investigating possible effect of organizational commitment on employee performance.

#### **3.2. Research Approaches**

The research approach to the study involves both quantitative and qualitative approach to collect data. The collected data was summarized and analyzed using descriptive and inferential statistics. The result then is presented in the form of tables followed by discussions for further interpretation on the findings. Using SPSS version 20.0 data analysis method, descriptive statistics were used to present the demographic characteristics of the participants. Correlation analysis was also done to see the relationship between the dependent and independent variables. Finally, regression analysis was done to identify the effect of organizational commitment on employee performance and to test the research hypothesis.

#### **3.3. Target Population and Sampling design**

A population refers to all of the events, things or individuals to be represented in the study. The population for the purpose of this study are the permanent employees working in Luna Export Slaughterhouse Plc. Sampling is the process of selecting the target group that accurately represents the population that has been studied. The researcher choses mixed research approach.

#### **3.4. Sample Size**

The total number of employees of the company under the study is 802. In order to determine the sample size, the researcher use “Taro Yemane’s” sample selection method with a probability of

95 % free error. Based on this method, a total of 266 sample is drawn from total number of employees.

n=	N
	$1+Nx(e)^2$

Where: N= Population size

n= Sample size

e= Margin of error

Margin of error =  $\pm 5\%$  are assumed.

$$n = 802 / 1 + 802(0.05)^2$$

$$n = 266$$

The total sample size was 266. However, from the distributed 266 questionnaires, only 203 replied which is more than 75% of employees completed properly and returned.

### 3.5. Sources of data

The sources of data play crucial role in conducting research because; without source there is no evidence to put the real situation. For the purpose of the study, data were collected from both primary and secondary sources. The collected data were directly linked with this study, thus providing important information which helps this research a success. As this study is basically empirical in nature, primary data was gathered from each business unit level employee's agents to answer the questionnaires. Hence, more emphasize was given to the primary data source.

The secondary data of this study was compiled from documentation and reports. This data was used to get better insight on the research topic, to establish the viable platform for the theoretical framework constituting the bases of this research, and to design the sample frame and questionnaire for retrieving the primary data. Another advantage of using secondary data is its comparability character.

### 3.6. Measurement instrument

The research aimed to use questionnaires to discover deeply the personal attitudes and beliefs, some of which may be sensitive in nature. The anonymous nature of the questionnaire allowed the respondents to express their inner beliefs, attitudes, and perceptions freely. Questionnaires assist in gathering information for analyses. Every respondent was given similar questionnaire

with standardized questions and format. This makes measurement accurate and guarantees the collection of comparable data.

The study covers only four variables (three independent and one dependent variable) to make the research focused and delimited. The independent variables under the study are affective commitment, continuance commitment, and normative commitment while the dependent variable is employee performance

The questionnaires included items to measure the organizational commitment of the research mode. Therefore, in order to collect the primary data from the population about the organizational commitment practice using a modified 15-item questionnaire while employee perceived performance are measured using 7 items questionnaire. This research instrument has been validated by earlier researchers that were ideal for measuring OC practices that include affective commitment, continuance commitment and normative commitment. Questions based on the literature review and researchers' scope of knowledge measured the objective of the study. The question items of OC are those which were used by Bozlagan, R, Dogan, M & Daoudov, M Vol. 10-2(2010). The responses were required on a five-point Likert scale (1 = strongly disagree, 2=disagree, 3= neutral, 4= Agree, 5 = strongly agree).

### **3.7. Survey administration**

A self-administered survey instrument is used based on the advantages and disadvantages of the different methods and also on the research question and objectives. In this research, the questionnaires were first translated in to appropriate language so as to make clear and easily understandable then distributed to the respondents by the researcher. In a self-administered survey the respondents answered the questions directly on the form without making any discussion with the researcher. They completed the form on their own, in their own time and place then turned back to the researcher.

### 3.7.1. The questionnaire and measurement scale / Data Gathering Instruments

An integrated questionnaire combining instruments of different variables and demographic questions was developed for the research to be studied. The questionnaire consisted three parts which are:

1. Organizational commitment;
2. Employee performance and
3. Demographics (like age, gender, level of education, job title, and duration of service for the current organization).

After thoroughly describe the theory about the concepts on organizational commitment and employee performance, the appropriate instruments were recognized and use in the research.

### 3.7.2. Reliability and Validity:

To evaluate the consistency of the questionnaires, the reliability analysis using Cronbach's Alpha was the most common scale. The reliability test describes the consistency degree of the data collected using the questionnaires. Based on Kothari (2004), validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to evaluate.

The table below describes the inter-item reliability coefficient result for each variable. The data of Cronbach's Alpha showed that all of the results fall beyond the acceptable range, which is between 0.80 and 0.90.

The result is in the acceptable range and it ensures the reliability of the questionnaire. Therefore, based on the test the results have a degree that put them in the reliable and acceptable range.

Table 3.1 Reliability Statistic Summary

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.867	4

Table 3.2 Reliability Table

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EP	8.2562	.662	.747	.579	.718
AC	8.6301	.803	.825	.681	.744
CC	8.2774	.412	.754	.620	.795
NC	8.9257	.880	.557	.335	.817

Source: Survey data, 2022

Based on the table above, Cronbach's Alpha showed that overall, positively correlated with each other and is internally consistent. The variable asked in the questionnaire is based on the independent variable (IV) and dependent variable (DV) made before the questionnaire is handed out. The table shows the reliability statistics result for the study of the organizational commitment towards employee performance at LUNA where Cronbach's alpha is obtained from each variable. For the first variable, employee performance shows a very good strength with Cronbach's alpha of 0.718. Affective Commitment shows good strength where the result showing Cronbach's alpha is .744. Thus, it is proven that the questions are reliable. In measuring the Continuance Commitment, Cronbach's alpha result shows a very good strength with Cronbach's alpha is 0.795. For Normative Commitment, the table show 0.817 Cronbach's alpha with a very good strength of association. The strength of all the variables has high strength of association after the results are analysed. This has proven the reliability of the questions being asked respectively. This questionnaire was adopted and adapted from the previous research and there also has a good correlation with other variables.

### 3.8. Tools used in Analysis and Interpretation

After the data was collected, it is necessary to use statistical techniques to analyze the data as the study is quantitative in nature. Therefore, the survey data was processed using SPSS (version 20). First the relevant data was checked for errors or omission, coded, summarized and then

transferred to SPSS then analyzed and presented. Frequency tables was used to summarize the respondent's profile in the form of frequency and percentages. Descriptive statistics also used to calculate mean and standard deviations attempted to describe the most practiced organizational commitment that determine the perceptions of employees.

Subsequently, the researcher used Pearson correlation analysis to investigate the relationship between various organizational commitment and employee performance dimensions. Finally, the regression analysis is used to determine the effect of organizational commitment on employee performance.

### **3.9. Ethical Considerations**

There might be certain limitations when research is conducted. Therefore, it is important to keep in mind the do and don'ts pros and cons of any study (Rubin and Babbie, 2009). The most important consideration while conducting the research was to keep the data shared by the participants very confidential. It is important to keep the trust of the respondent so that they don't feel reluctant in sharing their important information. Data and information of the respondents were kept in possession of the researcher and not shared with any third party. Common official language was used so that it is understandable for all and the questionnaire is precise and easy to understand. No personal information was asked and during questions like age and experience (a set was given so that they feel comfortable to share).

## CHAPTER FOUR

### RESULT AND DISCUSSION

#### 4.1. Response Rate

Table 4.1: Summary of Luna Export Slaughterhouse participant's demographic profile.

	Variable	Frequency	Percentage
<b>Age Group</b>	Under 30	73	36%
	30-39	110	54%
	40-49	20	10%
<b>Gender</b>	Female	101	50%
	Male	102	50%
<b>Educational Level</b>	Twelve Completed	6	3%
	Level IV	32	16%
	Degree	146	72%
	Post Graduate	19	9%
<b>Marital Status</b>	Single	68	33%
	Married	135	67%
<b>Position</b>	Top Manager	6	3%
	Middle Manager	6	3%
	Section Head	9	4%
	Senior Employee	154	76%
	Junior Employee	28	14%
<b>Working years in current Organization</b>	More than 10 years	20	10%
	7-10 years	75	37%
	3-6 years	46	23%
	Less than 3	62	31%

Source: Calculated based on the researcher's survey data.

## **4.2. Demographic Characteristics of the Participants**

The demographic variables of the respondents were analyzed by asking questions on gender, age educational level, marital status, job position, and the number of years worked with the current organization. Table 4.1 summarizes the demographic information of Luna Export Slaughterhouse Plc employees. The researcher used census population in order to identify the case very well. Out of the total workers of Luna Export Slaughterhouse Plc, 203 respondents from each department leaders and other employees were involved in this study.

From the table below, Luna Export Slaughterhouse Plc staff, the majority of respondents 54.2%, ranges from 30 -39 years, followed by those groups with similar respondents, falling under 30 years 36% and with age ranges from 40-49 years 9.9%.

From the total number of respondents of Luna Export Slaughterhouse Plc employees, 49.8% of them are Female while the remaining are 50.2% male.

The educational background of the majority of participants was degree which represents 71.9%, Level IV was also 15.8%, Postgraduate 9.4%, and the remaining employees were twelve complete which is 3%.

The marital status of the participants was married 66.5% and followed by those groups who were single 33.5%.

The position of participants were 75.9% senior employees, 13.8% from Junior Employees, 4.4% from section heads, 3 % from top managers, and 3% from middle managers.

Finally, the below table shows that 36.9%, 30.5%, 22.7%, and 9.9% of participants have work experience of 7-10 years, fewer than 3 years, 3-6 years, and more than 10 years respectively.

## **4.3. Descriptive Statistics**

Descriptive analysis shows the value of the mean for each item. Besides that, descriptive analysis also shows the frequency of answers given by the respondents whether they agree or disagree with the statement given. The mean and the standard deviation in relation to organizational commitment and employee-perceived performance are presented in the table below. It was needed to determine the level of organizational commitment and employee performance in the organization Luna Export Slaughterhouse Plc. Table 4.2 below contains descriptive data (mean and standard deviations) for the three components of organizational commitment (Affective,

Continuance and Normative commitment) and employee-perceived performance. The mean and standard deviation of the variables result are presented as follows.

Table 4.2: Summary of descriptive statics

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Performance	203	2.86	4.71	3.1070	.32042
Affective Commitment	203	2.00	3.40	2.7330	.20835
Continuous Commitment	203	2.20	4.00	3.0857	.50458
Normative Commitment	203	2.20	4.00	2.4374	.21750
Valid N (listwise)	203				

Source: Survey data, 2022

Table 4.2 shows the opinion of respondents toward organizational commitment and employee perceived performance. The mean score of organizational commitment and employee perceived performance ranged from highest (3.1) to lowest (2.4) and the standard deviation from 0.208 to 0.504. The descriptive part of above variables using mean  $\pm$  standard deviation values are described as follows:

#### **4.3.1. Affective Commitment**

Affective commitment means individuals' contentment with the organization and being satisfied with being a membership of the organization. In other words, affective commitment refers to dedication of employees to the organization. In the study the mean score of affective commitment became 2.73 and the standard deviation is .21; this result indicates the respondents are natural (neither agree nor disagree) to the questionnaires' listed regarding the effect of affective commitment within organization. This indicates that, if the organization takes minor action on the commitment, employee has the greatest tendency to be satisfied as they are not decided at the moment. As a result, the employees can turn into great brand ambassadors who are motivated to do their best. When they feel a personal connection to the workplace and enjoy the culture, they usually want to be there.

#### **4.3.2. Continuance Commitment**

The mean score of Continuance commitment became 3.08 and standard deviation was .504 which indicate that most of the respondents inclined to agree with those statements in the questionnaires' regarding the continuous commitment. The result shows also that the cost linked with leaving of an organization is significant to the employee. It means also that employees think they will face costs related problem if they leave the organization or they are fearful of what might occur in the event that they stop their job without an alternative employment. Most of the time, continually committed employees are willing to stay in a given organization, which is very important for well-being of the organization.

#### **4.3.3. Normative Commitment**

The mean score of normative commitment remained 2.41 and the standard deviation is 0.217. This result inclined to disagree. The response shows that there is no encouragement for the employee from organization for a longer period of time with efficient performance and work satisfaction. As it is discussed above it could be concluded that normative commitment is poorly implemented than affective commitment and continuance commitment in the company respectively.

#### **4.3.4. Employee perceived performance of the organization**

Task performance (or technical job performance) is the behavior associated with maintaining and servicing an organization's technical core Task performance can also be referred to as overall or formal job performance, including completion of assigned duties, performance of assigned tasks, and other formal performance aspects of the job (Motowidlo, 1999) states that task performance includes behaviors that contribute to the core transformation and maintenance activities in an organization, such as producing products, selling merchandise, acquiring inventory, managing subordinates, or delivering services. Therefore, employee efficiency and effectiveness simply link organizational performance (Samuel Howard Quartey, 2012). The mean score remained 3.1 and the standard deviation is 0.32, it indicates employee perceived performance of the organization was in good status.

The standard deviation measures the amount of variability in the distribution of the variable. Thus, the more the individual data points differ from each other, the larger the standard deviation will be. The standard deviation describes how much the standard amount variables differ from the mean. The standard deviation for affective commitment is 0.21 followed by normative commitment with 0.22, employee performance with 0.32 and continuous commitment with 0.504. It can be concluded that the highest standard deviation value is for employee performance where the answer is varied from each other.

#### **4.4. Correlation Analysis**

The range of the correlation coefficient represents how strong the degree of the correlation. The correlation then measured the relationship between 2 sets of data. The range will be somewhere between -1 and 1. To test the Pearson Correlation, the research used every significant independent variable and pair it with the respective dependent variable to resolve any correlation between them. After the questionnaires had been keyed in through SPSS system, the Pearson Correlation tools had been used to analyze the independent variable and dependent variable to prove their relationship to the hypothesis made by the research proposal before. The table below shows the Pearson correlation matrix.

Table 4.3: Pearson correlation matrix between organizational commitment and employee performance

Correlations					
		EP	AC	CC	NC
Employee Performance	Pearson Correlation	1	.727**	.686**	.506**
	Sig. (2-tailed)		.000	.000	.000
	N	203	203	203	203
Affective Commitment	Pearson Correlation	.727**	1	.763**	.558**
	Sig. (2-tailed)	.000		.000	.000
	N	203	203	203	203
Continuous Commitment	Pearson Correlation	.686**	.763**	1	.483**
	Sig. (2-tailed)	.000	.000		.000
	N	203	203	203	203
Normative Commitment	Pearson Correlation	.506**	.558**	.483**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	203	203	203	203
**. Correlation is significant at the 0.01 level (2-tailed).					

To study the correlation between variables, the correlation coefficient was selected to investigate the relationship between these variables. The above table 4.3 provided the findings of the correlation between the variables of the current study.

#### 4.4.1. Relationship between Affective commitment and employee performance

The affective commitment was found to have a significantly strong positive relationship with employee perceived performance ( $r = .727$ ,  $p = 0.00$ ) in Luna Export Slaughterhouse Plc. The relationship between the variable for affective commitment which is 0.727 relatively has a large and strong relationship between IV's and DV's. (Small  $r = 0.1$  to  $0.29$ , Medium  $r = 0.30$  to  $0.49$ , Large  $r = 0.50$  to  $1.0$ ) (Pallant 2009). This variable also shows that the correlation is significant which a value of more than 0.1 level.

According to the result, Affective commitment has a positive and significant relationship with employee-perceived performance in Luna Export Slaughterhouse Plc.

This correlation indicates that the greater the affective commitment, the better the job performance by the employee. The higher an employee's level of affective commitment, the more likely they are to bring extra effort into others. Based on the study conducted by Inanc & Ozdilek (2015) stated that a high level of affective commitment often has a positive impact on job satisfaction, in return the employee will feel more motivated and become productive which results in excellent job performance.

This finding consists of (Qaisar,2012) studies Exploring the Effects of Organizational Commitment on Employee Performance: Implications for Human Resource Strategy ( $r= 0.471$ ,  $P<0.01$ ).

#### **4.4.2. Relationship between continuance commitment and employee performance**

Continuance commitment was found positively and significantly correlated with employee perceived performance at ( $r = 0.686$ ,  $p <0.00$ ) in Luna Export Slaughterhouse Plc. The employees who have a high continuance commitment possibly will not participate at work in any event or volunteerism as required by the organization where the employees work. As (Kaplan & Kaplan (2018)) stated, they will be considered that they do not have any other job alternatives and have not found a new job, and employees preferred to stay in the organization. In addition, employees who were influenced by continuance commitment will only stay because they must stay at the organization, and are devoted to the organization in a satisfying way, and may leave when another opportunity comes to them. This type of commitment occurred when employees think of the positives and negatives of leaving their current organizations.

The result found is supported by Omid and Ahmed (2013) who found that continuance commitment had a positive and significant relationship with employee performance Tutei et al., 119. In addition, Negin et al., (2013) study showed that organizational continuance commitment had a positive and significant relationship with Malik bank employees. Moreover, Folorunso et al., (2014) study revealed a favorable association between continuance commitment and workers' performance exists in Nigeria's tertiary institutions.

#### 4.4.3. Relationship between normative commitment and employee performance.

The normative commitment was found to have a significant and positive relationship with employee perceived performance with  $r = 0.506$  and  $p = 0.00$  in Luna Export Slaughterhouse Plc. These values indicate that there is a positive relationship between normative commitment and employee-perceived performance.

This correlation indicates that the greater the normative commitment, the greater the job performance of the employee. Employees who are loyal to the organization because they want to achieve higher levels of commitment to their work and job. Employees tend to focus their commitment on the activities which they believed to be valued by the organization. Therefore, based on Mahal (2012), when an employee is more normatively committed to the organization, they will be more willing to work above and beyond the contract agreed upon employees and employee.

This finding coincides with another study that showed a relationship between employee performance and normative commitment conducted by (Qaisar, 2012) Exploring Effects of Organizational Commitment on Employee Performance: Implications for Human Resource Strategy. The direction of the relationship between normative commitment (NC) and EP is also positive and statistically significant ( $r=0.395$ ,  $p<0.01$ ).

#### 4.5. Regression Analysis

The regression analysis measured the effect of organizational commitment on perceived employee performance.

Table 4.4: Model summary of organizational commitment

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.013	3	4.004	91.333	.000 <sup>b</sup>
	Residual	8.725	199	.044		
	Total	20.739	202			
a. Dependent Variable: Employee Performance						
b. Predictors: Normative Commitment, Continuous Commitment, Affective Commitment						

Source, Own survey, 2022

The F value is 91.33 and is significant because the significance level is = .000 which is less than  $P \leq 0.05$ . This implies that overall regression models are statistically significant, valid, and fit. The valid regression model implies that all independent variables have a significant relationship with the dependent variable. The sig-value which is associated with this F value is very small (0.000). If the sig-value was greater than 0.05, we would say that the group of independent variables does not reliably predict the dependent variable. The significant level produced by the ANOVA table showed that the p-value is less than 0.05, implying that the model is valid and the result of the relationship is not by chance.

Table 4.5: Model Summary

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 <sup>a</sup>	.579	.573	.20939
a. Predictors: (Constant), Normative Commitment, Continuous Commitment, Affective Commitment				

Source, Own survey, 2022

Regression coefficient  $R = .761$  or 76.1 % relationship exists between independent variables (I.V's) and dependent variables (D.V) which is a strong relationship. The coefficient of determination  $R^2 = 0.579$  which show that 57.9% of the variation in employee performance is explained by affective commitment, continuance commitment, and normative commitment. However, the remaining 42.1 % is unknown and needs further investigation. This means 42.1% of the variance of job performance was affected by other variables. A similar result is obtained by KAPLAN. M, 2018 on the research done on the relationship between Organizational Commitment and Work Performance: a Case of Industrial Enterprises. The results show that (Adjusted  $R^2 = 0,256$ ;  $F = 38,650$ ;  $p < 0,01$ ). The independent variables (affective commitment, normative commitment, and continuance commitment) were taken into account, and the Adjusted  $R^2 (0,256)$  was significant at the 0,01 level.

Table 4.6: Regression analysis and test of hypothesis (H1-H3)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.273	.227		1.201	.231
	AC	.663	.116	.431	5.711	.000
	CC	.189	.045	.298	4.161	.000
	NC	.180	.082	.122	2.188	.030

a. Dependent Variable: Employee Performance

Source, Own survey, 2022

#### 4.5.1. The Effect of Affective commitment on employee perceived performance

The value of Unstandardized Coefficient ( $\beta=.663$ ) shows that a unit increase in Affective commitment will lead to a .663 increase in perceived employee performance holding all other variables constant in Luna Export Slaughterhouse Plc. Based on the standard beta coefficient of Affective commitment, ( $\beta= 0.431$ ) it is the first best Organizational Commitment to predict the outcome variable which is employee-perceived performance. That indicates that it is the strongest predictor variable of employee perceived performance in Luna Export Slaughterhouse Plc. In other words, Affective commitment can have the best ability to influence the performance of workers/employees in the organization.

Similar result is found (Ekienabo, 2010) in the study of the Influence of Employees' commitment on organizational performance in Nigeria; the coefficient for affective commitment is positive (0.212) and statistically significant at 5% level ( $p=0.001$ ) and this implies that affective commitment has a significant effect on organizational performance. This does conform to the standard theoretical proposition which postulates and the findings of both Dixit and Bhati (2012) and Anwar (2016) that an increase in affective commitment increases organizational performance.

### **Hypotheses 1: Affective commitment has significant and positive effect on employee performance.**

The value of  $B = .663^{**}$  is positive and indicates affective commitment has a significant and positive effect on employee performance. Similarly, regression analysis showed that a significant relationship exists between dependent the variable and the independent. As we may observe from the regression analysis table that the value of  $\beta = 0.431$  that is positive. Similarly, the P value is=0.000 which is less than 0.05 and is significant. So, it is evident from the results that the hypothesis is accepted. So H1 is found to be true.

#### **4.5.2. Continuance commitment and employee perceived performance**

The value Unstandardized Coefficient of ( $B = 0.189$ ) shows that a one-unit increase in Continuance commitment will lead to a 0.189 increase in perceived employee performance in Luna Export Slaughterhouse Plc. This shows continuance commitment has appositive moderate effect on employee performance. According to the standard beta coefficient of Continuance commitment, ( $\beta=0.298$ ) show that Continuance commitment can have 29.8% percent ability to influence on employee perceived performance in Luna Export Slaughterhouse Plc.

A similar result was found (Nik Noor Afizah Azlan, 2017) which indicated that the relationship between the continuance commitment and job satisfaction has a moderate positive relationship where  $r = 0.536$ . The relationship is significant where the p-value is 0.000 ( $p < 0.05$ ) at a 0.01 significant level and has a positive relationship.

### **Hypotheses 2: Continuance commitment has significant and positive effect on employee performance**

The value of  $B = .189$  is positive and indicates a continuous commitment has a significant and positive effect on employee performance. Similarly, regression analysis showed that a significant relationship exists between the dependent variable and the independent. As we may observe from the regression analysis table that the value of  $\beta = 0.298$  that is positive. Similarly, the P value is=0.000 which is less than 0.05 and is significant. So, the hypothesis is accepted. So H2 is found to be true.

#### **4.5.3. Normative commitment and employee perceived performance**

The value Unstandardized Coefficients of ( $B=0.18$ ) shows that a one-unit increase in continuance commitment will lead to a 0.18 increase in perceived employee performance in Luna Export Slaughterhouse Plc. The result shows that normative commitment has a positive and moderate effect on employee performance. According to the standard beta coefficient of normative commitment, ( $\beta= 0.122$ ), normative commitment can have a 12.2 % percent ability to influence on employee perceived performance in Luna Export Slaughterhouse Plc. According to the above regression table 4.6, it is the third organizational commitment practice to predict the outcome variable next to Affective commitment and continuous commitment in Luna Export Slaughterhouse Plc. Future the t-value is 2.19 with a significance of .030 ( $p<0.05$ ). Like the other variables, normative commitment results also showed a statistically significant effect on the job performance of employees.

The result found is similar with Ekienabo, 2010 which found that Normative commitment is positive (0.252) and statistically significant at 5% level ( $p=0.001$ ). This finding appears to be at variance with Allen & Meyer's (1990b) assumption. Nevertheless, the present finding conforms to the findings of Dixit and Bhati (2012) and Anwar (2016).

#### **Hypotheses 3: Normative commitment has significant and positive effect on employee performance**

The value of  $B = .18$  is positive and indicates a normative commitment has a significant and positive effect on employee performance. Similarly, unstandardized regression weight is also positive and explores that a positive relation is caused by the independent variable in the dependent variable. The value of  $\beta =0.122$ . The value of  $p=0.000$  is significant. So, these results are providing sufficient ground to accept hypothesis 3. So, the hypothesis is accepted.

#### **4.5.4. Summary of Hypothesis Test Result**

Affective commitment can have the best ability to influence the performance of workers/employees in the organization. Therefore, Affective commitment has a significantly positive impact on employee's perceived performance in the organization. Continuance commitment as an Organizational Commitment practice has significantly and positively influence on employee performance and it is the second independent variable that affects the performance of the employee in the company. Normative commitment is the third organizational commitment practice to predict the outcome variable next to Affective and continuous commitment to influence employee performance.

#### **4.6. Discussion of results**

With respect to this study's findings obtained from the analysis of the overall result, the following major conclusions were drawn in such a way.

The finding of this research provides that organizational commitment is highly associated with employee performance in Luna Export Slaughterhouse Plc.

The correlation analysis shows that all of the values have a positive correlation coefficient, which indicates that there is a positive linear relationship between the variables. In other words, as one variable increases in value, so does the other. The correlation between affective commitment and employee performance in this study is  $r = 0.727$ ,  $p < 0.000$  which represents a strong relationship. The relationships between the continuance commitment and employee performance have also a strong and positive relationship where  $r = 0.686$ . The relationship is significant where the p-value is 0.000 ( $p > 0.05$ ) at a 0.01 significant level and has a positive relationship. In addition, we can see that the correlation between normative commitment and employee performance is 0.506. This means there is a moderate positive correlation between the two variables. The above result shows that the organizations' commitment has a positive and significant effect on the performance of the employees in the company. (Ahmed, N. Shafi and W.A. Shaheen, 2011) found that also the organizational commitments; affective commitment ( $r=0.685$ ), continuous commitment ( $r=0.536$ ), and normative commitment ( $r=0.637$ ) are positively

and significantly correlated with employee performance. The same result was found in the study (Almaz,2017).

Further analysis through regression, produces standardized measures (beta weight) of the strength of organizational commitment to employee performance. In the study, it is found that all three independent variables, affective, continuance, and normative commitment have an influence to words the employees' performance with the value of  $\beta = 0.663$ ,  $\beta = 0.189$ , and  $\beta = 0.180$  respectively with the value of  $P < 0.000$ . This implies that employee performance increases with every change of organizational commitment in each Beta coefficient. Almaz, 2017 studied that also affective commitment is associated with employee performance ( $\beta = 0.908$ ), and continuous and normative commitments are also associated with employee performance with  $\beta = .337$  and  $0.782$  respectively.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1. Summary of major findings

To summarize, affective commitment, continuance commitment and normative commitment have positive effect on the performance of employee. The ideas raised by the employees on the open-ended question are not the ones to be ignored as they are very important for them. So, the following issues are major ones that was raised by the employees:

- Majority of respondents believed that organizational commitment has appositve effect on the performance of employee.
- 137(68%) of the respondents agreed that their performance will get better following the satisfaction on the company.
- 136 (67%) of the respondent agreed with the statement that I am regular and never miss my job unless forced by uncontrollable factors. This indicates that the respondents like the job they are working.
- 66(33%) of the respondent strongly believed that they attained their work regularly and also work hard to achieve the target of the company.
- 64(32%) of the respondents agreed and 67% of the respondent are neutral with the statement that they are highly productive in terms of their responsibility in the company. This shows that with a little effort it is possible to make the majority of the workers productive.
- 140 (69%) of the respondents disagree to the statement that I don't feel emotionally attached to my organization. This shows that the respondent and the company has positive attachment.
- 141(69%) of the respondent disagreed to the statement that the organization has no meaning to me. This indicates that the respondents has a belongingness feeling about the company.

- 136 (67%) of the respondent believed that they will not have any financial difficulties if they quite working with the company. This indicates that the employee and company relation is not based on cost of living.
- 140(69%) of the respondent agreed to that statement that they know this these days people move from one company to another too frequently. Even if they have information regarding the movement of employee they prefer again to be at the company.
- 101(50%) of the respondent didn't decide that they quit working in the company, if they get a better job and 36 (32%) will not totally quit if they got a better job. This indicates that the employees are happy working at the company.
- 139(68%) of the respondent strongly disagreed with the statement that says I do not believe that a person must always be loyal to his / her organization.
- From 217 respondents 112 respondents representing 51.6% were female employees this indicates that more of the respondents are female.
- From 203 respondents 114 respondents 56.25 % were between the ages of 30-39 years this indicates that the employee are very active and interested in building a strong foundation for their career that the organization.
- 138 (50%) of the respondents were senior employee; this indicates that the company has to use the output of this study to improve the employee performance as most of the comments found is from the employee that knows the company well.
- Only 9 % of the respondent has work experience of less than 3 years. This shows that majority of the respondents have spent much time in the company and having experienced employee will help to be successfully as the employee knows the culture of the company.
- Most of the respondent believed that the company should avail clear communication; a means of recognizing the well-performing employees.

## **5.2. Conclusions**

The purpose of this study is to investigate the effect of organizational commitment on job performance. This study provides valuable management information in understanding the factors affecting employee job performance that can characterize employee engagement with the organization; namely, affective commitment, normative commitment, and continuance

commitment. Such three responsibilities assist management in developing a favorable working climate; improving job efficiency, and at the same time, increasing work dedication.

It is concluded that the respondents agree that organizational commitments that include affective commitment, continuance commitment, and normative commitment have a direct impact on their job performance as seen in the results. This is because, the entire variable showed that organizational commitment will have an influence on the way they perform their jobs. Therefore, they agree that every commitment made by employees will influence their work productivity.

The study aimed to investigate the relationship between Organizational commitment and Employee performance in Luna Export Slaughterhouse Plc. Three commonly identified variables; affective commitment, continual commitment and normative commitment in past research were considered in this context. Not only that, but different strategies are being developed and implemented to keep employees' commitment, but the implementation of different HR practices in Luna Export and Slaughterhouse Plc. are moderating factors of the Employee performance in the company.

### **5.3. Recommendations**

On the basis of the findings of the study, the following recommendations are forwarded:

- Even if most of the employee are happy working in the company, availing financial incentives such as a high salary, transparency, attractive benefit packages, and recognition for their efforts, could help to increase productivity.
- The organization should set a clear objective in order to ensure that the employees know their objective as team members. This could lead the employees to perform well in their task. Moreover, having clear objective will be useful as it gives guidance to the employees in completing their task. Thus, having clear objective is also important to ensure team effectiveness in organizations.
- The organization should arrange continuous trainings to the employee in order to build positive thinking and belongingness to the company.

- Management should speak with employees in a regular basis to get a better concern of the workers.
- Teamwork is basic for the success of the company. Therefore, the company should focus on the building of strong teamwork and collaborative culture in the company.
- There must be transparency and open communication in the company. As a result the employee will take part in decision making and contribute to the success of the organization. Moreover, they can clearly understand the strategy of the company and build their own development direction.
- Managers should know how to motivate and create strong attachment of the employees by commitments to values and benefits for employees when they achieve their goal.
- The company should create a mechanism to recognize employees based on their performance. When employees are acknowledged for their contributions, they will be motivated and do not want to leave the organization.

#### **5.4. Limitation and future Directions**

While interpreting the findings of this study needs to have the following limitations in mind. The first limitation is that the results cannot be strictly taken to be representative of all businesses because this study has been conducted in a specific Company, LUNA. Therefore, the study needs to be replicated in different companies and countries to generalize the findings. Secondly, the performance of the employees in this survey was tested based on employees' self-report. This research aimed to investigate the relationship between organizational commitment and work performance. For the upcoming research work, it is possible to assess the issue of organizational commitment and work performance in different companies as well as industries settings.

Finally, this study is not representative of the whole country. Any area of Ethiopia's public institutions and private organizations could be studied and produce the same or contradictory results. Since the sample was limited to only one selective private limited company, and not incorporated all core practices of HR, it is therefore recommended that for more reliable generalization of findings, a similar study should be carried on large scale involving a large sample of organization. The study concluded that organizational commitment and employee performance had a positive relationship.

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# Appendix

## Appendix I: Questionnaire



St. Mary's University

### **Questionnaire for the fulfilment of the requirement of Masters of Arts in Business Administration**

Dear respondents,

I am a student in St. Mary's University School of Graduate Studies, department of Business Administration. The questionnaire is part of the research paper conducted for the fulfilment of the requirement of Masters of Arts in Business Administration and designed to collect information on how you feel about the relationship between organizational commitment and employee performance in the case of Luna Export Slaughterhouse plc. I am kindly requesting you to answer the questions carefully and honestly because your responses to the questionnaire are of great importance to my thesis work.

The information collected from, each respondent will be used only for the academic purposes and your responses will be confidential.

Should you require any clarifications or have any questions, please do not hesitate to call on 0911431261.

*Thank you in advance for your cooperation with regard to completing this questionnaire.*



St. Mary's University

**Questionnaire for the fulfilment of the requirement of Masters of Arts in  
Business Administration**

**Questionnaire**

The information and data collected from this questionnaire will only be used for academic research. It is to be made sure that the data will be kept confidential.

**Part 1: Demographic Information**

**1. Gender:** A) Female B) Male

**2. Please indicate your age group.**

A) Under 30 B) 30 - 39 C) 40 - 49 D) 50 and over

**3. Education level.**

A) below grade 10 B) Ten complete C) 12(Twelve) complete D) Level III  
E) Level IV F) Degree G) Post Graduate

**4. Marital status:**

A) Single B) Married C) Divorced D) Widowed

**5. Current job position:**

A) Top Manager B) Middle Manager C) Section Head D) Senior Employee  
E) Secretary F) Junior Employee

**6. No. of years worked for this company.**

A) More than 10 years B) 7 – 10 years C) 3 – 6 years D) Less than 3 years



St. Mary's University

**Questionnaire for the fulfilment of the requirement of Masters of Arts in Business Administration**

**Part 2: Employee performance measure Questions**

Please type “x” in the box that most closely corresponds with how you see the performance;

**Alternatives:**

1 =Strongly disagree, 2 =Disagree, 3=Neutral, 4 =Agree, 5 =Strongly agree

S. No.	Employee performance Measure	Alternatives				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I feel my performance is getting better due to my satisfaction					
2	I am regular and never miss my job unless forced by uncontrollable factors					
3	I use the resources of the organization efficiently					
4	I am highly productive in terms of my responsibility					



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**Questionnaire for the fulfilment of the requirement of Masters of Arts in Business Administration**

**Part 3: Organization commitment Questions**

Please type “x” in the box that most closely corresponds with Your Affective Organizational Commitment

S. No.	Affective Commitment Scale	Alternatives				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	<b>Affective Commitment Scale</b>					
1	I work in this organization with good grace					
2	I enjoy discussing my organization with outsiders					
3	I feel like "part of the family" at my organization					
4	This organization has no meaning to me					
5	I don't feel emotionally attached to my organization					
	<b>Continuous Commitment scale</b>					
6	Quitting this organization will put me in a difficult financial Position					
7	One of the major reasons that I continue to work for my current organization is that leaving would require the considerable personal sacrifice of another organization and					

	may not match the overall benefits that I have here					
8	Even if I quit this organization without finding another job, I Won't have any problem					
9	If I find a better job, I will quit this organization right away.					
10	At this point, remaining with my organization is a matter of necessity as much as desire					
	<b>Normative Commitment</b>					
11	I believe that these days, people move from one company to another too frequently					
12	One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here					
13	I won't quit this organization, even if I find a better job.					
14	I do not believe that a person must always be loyal to his / her organization.					
15	I owe a lot to this Organization					



St. Mary's University

**Questionnaire for the fulfilment of the requirement of Masters of Arts in  
Business Administration**

**Part 4: Open-ended Questions**

1. Describe the factors in your organization that why employees are not committed.

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2. Briefly describe the factors in your organization that can make the employees be committed most.

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3. What would you comment the leaders to maximize employee commitment in the organization?

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**ቅድስተ ማሪያም ዩኒቨርሲቲ**

**በቢዝነስ አድሚኒስትሬሽን የድህረ-ምረቃ ትምህርት ማሟያ ጥናት ለመከናወን የተዘጋጀ መጠይቅ**

የተከበራችሁ ተሳታፊዎች፣

እኔ በሴንት ሜሪ ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ቤት፣ የቢዝነስ አስተዳደር ክፍል ተማሪ ነኝ። ለመጠይቁ የሚሰጡዎቸው ምላሾች ለኔ የመመረቂያ ጽሑፍ ትልቅ ጠቀሜታ ስላላቸው ጥያቄዎቼን በጥንቃቄ እና በታማኝነት እንዲመልሱልኝ በአክብሮት እጠይቃለሁ። የመመረቂያ ጽሑፍ ጥናት በሉና ኤክስፖርትና ስላውተር ሐውስ ኃ.የተ.የግ.ማ. ዙሪያ መሆኑን እየገለጽኩ፤ ከእያንዳንዱ ምላሽ ሰጪ የተሰበሰበው መረጃ ለትምህርት ዓላማ ብቻ ጥቅም ላይ የሚውል ሲሆን፤ የምላሽዎ ሚስጥራዊነትም የተጠበቀ ይሆናል።

ተጨማሪ ማብራሪያ ከፈለጉ ወይም ጥያቄ ካልዎት በ0911431261 ይደውሉ።

ይህንን መጠይቅ በለመሙላት ላይረጉልኝ ትብብር በቅድሚያ አመሰግናለሁ።

## በሠራተኞች የሚሞላ መጠይቅ

ከዚህ በታች በቀረቡ ጥያቄዎች የምትመልሱት መልስ ምስጢራዊነቱ የተጠበቀ እና ለተፈለገው ዓላማ ብቻ የሚውል በመሆኑ ግልጽነትና በታማኝነት እንዲመልሱ በትህትና እጠይቃለሁ።

### ክፍል አንድ

የግል ህይወት ታሪክ ይህኛው ክፍል ሰባት (7) ጥያቄዎችን ያካትታል። ለእያንዳንዱ ጥያቄ ትክክለኛውን መልስ በመምረጥ ትክክለኛ መልስ የያዘውን ፊደል ያክብቡ። እባክዎን ለሁሉም ጥያቄ መመለስዎን ያረጋግጡ።

1. ፆታ                      ሀ) ሴት                                      ለ) ወንድ
2. የዕድሜ ክልል  
    ሀ) ከ30 ዓመት በታች      ለ) ከ30-39      ሐ) 40-49      መ) 50 እና ከዚያ በላይ
3. የትምህርት ደረጃ  
    ሀ) ከ10ኛ ክፍል በታች      ለ) 10ኛ ክፍል ያጠናቀቀ/ች      ሐ) የ12ኛ ክፍል መ) ደረጃ ሦስት  
    ሠ) ደረጃ አራት      ረ) ዲፕሎማ      ሸ) ድግሪ      ሻ) ማስተርስ ድግሪ
4. የጋብቻ ሁኔታ      ሀ) ያገባ      ለ) ያላገባ      ሐ) የተፋታ      መ) ሚስት/ባሌ የሞተበት/ባት
5. የሥራ መደብ      ሀ) ማናጀር      ለ) የክፍል ማናጀር      ሐ) የሂሳብ ሠራተኛ      መ) ዳሬክተር  
    ሠ) መካኒክ      ረ) ፀሐፊ      ሸ) የድጋፍ ሠራተኛ
6. በድርጅቱ ውስጥ ተጠቅጠረው ያገለገሉበት ጊዜያት  
    ሀ) ከ10 ዓመት በላይ      ለ) ከ7-10 ዓመት      ሐ) ከ3-6 ዓመታት      መ) ከ3 ዓመት በታች

**ክፍል ሁለት**

የሠራተኛውን የሥራ አፈፃፀም በተመለከተ ከዚህ በታች በቀረቡት ጥያቄዎች መሠረት የሥራ አፈፃፀም ምን እንደሚመስል ከቀረቡት አማራጭ መልሶች መካከል በተስማሚው አማራጭ አንፃር (x) ምልክት ያስቀምጡ።

- አማራጮች፡- 1. በጣም አልስማም 2. አልስማማም 3. አልወሰንኩም 4. እስማማለሁ  
5. በጣም እስማማለሁ

ተ.ቁ	የሰራተኛው የሥራ አፈፃፀም ሌኬት እስማማለሁ	አማራጮች				
		በጣም አልስማማም	አልስማማለሁ	አልወሰንኩም	እስማማለሁ	በጣም እስማማለሁ
1	ሥራ ቀርቼ አላውቅም					
2	ውጤት ለማምጣት ጠንክሬ እየሰራሁ ነው					
3	የሥራ ሰዓት አርፍጄ አላውቅም					
4	ከአቅም በላይ የሆነ ችግር ካልገጠመኝ በቀር ከሥራ ቀርቼ አላውቅም					
5	የመሥሪያ ቤቱን ንብረት በአግባቡ እጠቀማለሁ					
6	በምስራው ስራ ክፍተኛ ውጤት አስገኛለሁ፤ በሥራዬ በጣም ውጤታማ ነኝ					
7	በሥራዬ ምንም ዓይነት ስህተት/እንከን/ተገኝቶብኝ አያውቅም					

**ክፍል ሦስት**

ሠራተኛው ለድርጅቱ ያለው ዝግጁነትና ተነሳሽነት

ከዚህ በታች ለቀረቡት ጥያቄዎች የሠራ አፈፃፀም ምን እንደሚመስል ተስማሚውን መልስ በመምረጥ

በቀረበው ሳጥን ውስጥ (x) ምልክት ያስቀምጡ።

		በጣም አልስማማም	አልስማማም	አልወሰንኩም	እስማማለሁ	በጣም እስማማለሁ
8	በዚህ መስሪያ ቤት በጥሩ ሁኔታ እየሰራሁ ነው					
9	ስለ ድርጅቱ በውጫ ካሉ ሰዎች ጋር ስወያይ ደስ ይለኛል					
10	ድርጅቱን እንደ ራሴ ቤት አያለሁኝ					
11	የምሠራበት መስሪያ ቤት ለእኔ ምንም ማለት አይደለም					
12	ከመስሪያ ቤቱ ጋር የጠበቀ ትስስር የለኝም					
13	ድርጅቱን ብለክ ከፍተኛ የሆነ የኢኮኖሚ ችግር ይገጥመኛል።					
14	በዚህ ድርጅት የምሰራበት ዋናው ምክንያት ከድርጅቱ የማገኛቸውን ጥቅማጥቅሞች በሌላ በታ ማግኘት ስለማልችል ነው።					
15	ሌላ ሥራ ሳላገኝ ይህን ድርጅት ብለክ ምንም ችግር አይገጥመኝም።					
16	የተሻለ ሥራ ካገኘሁ ወዲያውኑ ይህንን ድርጅት እለቃለሁ።					
17	በአሁኑ ጊዜ በዚህ ድርጅት መቆየት ግድ ሆኖብኝ ነው እንጂ የመቆየት ፍላጎቴ አይደለም።					

18	በአሁኑ ጊዜ ሠራተኞች ከአንድ መስሪያ ቤት ወደ ሌላው መስሪያ ቤት በብዛት የሚፈልጉበት ወቅት ነው ብዬ አምናለሁ።					
19	በዚህ ድርጅት ውስጥ መስራት እንድቀጥል ካደረጉኝ ዋና ምክንያቶች አንዱ ታማኝነት አስፈላጊ ነው ብዬ ስለማምን እና ሙያዊ ሥነምግባር ስለሚሰማኝ ነው።					
20	የተሻለ ሥራ ባገኝም ይህንን መሥሪያ ቤት አለቅም					
21	አንድ ሠራተኛ ለሚሰራበት ድርጅት ታማኝ መሆን አለበት ብዬ አላምንም					
22	በዚህ ድርጅት ውስጥ ብዙ ነገሮችን እሠራለሁ					

**ክፍል አራት**

**ከዚህ በታች ለቀረቡት ጥያቄዎች አጭር መልስ ስጡ።**

1. በድርጅቱ ውስጥ ሠራተኞች በቁርጠኝነት ቃል ገብተው/ዝግጁ / ሆነው የማይሠሩበትን ምክንያት ካለ ያብራሩ --

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2. በድርጅቱ ውስጥ ሠራተኞች ከቀድሞ ይልቅ ዝግጁ ሆነው ወይም የበለጠ እንዲሰሩ የሚያደርጉ ነገሮችን ይዘርዝሩ።

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3. ሠራተኞች ለድርጅቱ ያላቸውን አመለካከት ለማሳደግ ኃላፊዎች ምን ማድረግ አለባቸው ብለው ያምናሉ? -----

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**አመሠግናለሁ።**