Impact of Employees’ Commitment on Organizational Performance: A case study on Assosa Zone Government organisations in Ethiopia

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Abstract

Organizations can perform at peak levels when each employee is committed to the achievements of organizational objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. The employees in Assosa zone public sector offices play decisive role to serve the public service customers in their respective offices. The objective of this study was to determine the effects of employee commitment on performance. To attain this, the study determined the levels of employees’ commitments across dimension such as affective commitment, continuous commitment and normative commitment and assessed the impact of these dimensions on organizational performance of Assosa zone public sector offices. The research design of this study is a descriptive and explanatory research design. A total of 143 employees were selected by a stratified random sampling method from four purposively selected sampled sector offices as sample of the study. Standardized questionnaire was used to measure the level of employees’ commitment and 8 items of self-prepared questionnaires to measure organizational performance. Statistical package for social sciences (SPSS) version 20 was used to process and analyze the collected data from the respondents by mean standard deviation, percentage and regression analyses were performed to determine the association between dependent and independent variables. Employees’ affective and normative commitments were found to have appositive significant effects on the organizational performance whereas continuous commitment has no significant effect on organizational performance in the study area. Thus, recommendations have been provided to increase commitment by introducing the organizations mission and objectives, designing motivational package, and establishing sustainable regular training program in the zonal public service organization.

Keywords: Employee Commitment; Organisational Performance; Motivation

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1. Introduction

Nowadays, it becomes necessary for every organization to find many ways to increase their performance. One of the ways to increase the employees’ performance by the job characteristics need to contribute by employee commitment (Nigari 2018). Committed employees develop a bond with an organization and that creates better organizational performance. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better (Demovsek 2008). Successful organizations depend on the high performance of their employees to meet their objectives. This often opens up a debate of whether employees stay in the organization because they have to or because of commitment to the organization (Igella, 2014). In Benishangul Gumuz Regional Civil Service Commission’s planning and budgeting directorate, in which the research was a also member, had visited the Zonal sector human resource offices to collect data to plan human resource budget and to evaluate the performance of those offices according to their plan for each year. During that visit; employees has expressed dissatisfaction in their work place, some of the employees are always late to come to their offices, some of them absent, and the zonal sector offices report and plan were delay to submit to the regional public services. Whether employees of Assosa zone public sector offices are committed to their organizations or not has not yet been studied and it needs thorough investigation. From this fact that the researcher is highly motivated to do a research on employees’ commitment on organizational performance in Assosa zone public sector offices.

Objectives of the Study

1. To assess the level of employees’ commitment towards organizational activities. In the case of
   Assosa zone sector offices.

2. To identify the status of organizational performance in Assosa zone sector offices.

3. To investigate the effects of employees’ commitment on organizational performances in
   Assosa Zone sector offices.
2. Review of related literature

Continuance commitment is the extent to which employees stay in the organization because of recognition of the costs associated with leaving the organization as cited in (Thile, 2015) (Balassiano & Salles, 2012). Other factors are lack of another job to replace the one that they have left, or feeling the personal sacrifices that come with leaving are considerably high. Employees feel the need to stay in the organization with continuance commitment as cited in (Thile, 2015) (Balassiano & Salles, 2012). An affective commitment occurs when employees commit because they want to, not because they have to as cited in (Thile, 2015) (Kimura, 2013). Organizational Commitment (OC) will be presented primarily from the behaviorist’s paradigm as cited in (Mguqulwa, 2008) (Ivey & Simek-Downing, 1980).

This paradigm is concerned with the observable, immediate and durable action in the life of the individual. It assumes that the human condition can be studied objectively and predicted and that the success of predictions and interventions can be measured. It postulates that an individual’s behavior is directly related to events and stimuli in the environment, and that behavior develops and maintains itself through a system of rewards or reinforcers and punishments. Also, behavior change must be relevant to the individual. Organizational dependability can also be looked at using the psychological approach, which conceptualizes commitment as an attitude or an orientation towards the organization that links or attaches the identity of the person to the organization because of its positive attitude towards retaining their employees as cited in (Igella, 2014) (Khyzer, 2011).

The three components of this orientation consist of identification with the goals and values of the organization, high involvement in its work activities and a strong desire to maintain membership in the organization (Igella, 2014) (Khyzer, 2011). As cited in (Sarbessa, 2014), Research finding of Benjamin (2012) on HR Climate and employee commitment in Nigerian Banks show that a human resource climate influences Affective Commitment more than it does for continuance and normative commitment. It is also showing that although HR climate positive correlates with both normative and continuance commitment, the relationship is not so strong. Affective commitment is an employee's psychological attachment to the organization. The employees satisfied with their life lead to various downstream emotional effects on customer attitude and behavior that benefit organization (Afroz, 2013).
As cited in (Pushpakumari, 2008); Mirvis and Lawer (1977) were being produced conclusive findings about the relationship between job satisfaction and performance; and attempting to measure the performance of bank tellers in terms of cash shortages, their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their jobs. Before this year, as cited in (Pushpakumari, 2008); Kornhanuser and Sharp (1976) were conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector. Many of the studies they were found that a positive relationship existed between job satisfaction and performance. As stated in (Masihabadi, 2015); Chan and Qiu (2011) were examined the relationship between job satisfaction, and organizational commitment of migrant workers. They found that migrant workers were satisfied with their jobs and were committed to their organizations. This research also indicated that job satisfaction had significant positive correlation with organization commitment. Organizational support means according to that “employees develop global beliefs concerning the extent to which the organization values their contribution and cares about their well-being.”

Organizational support seems to have a positive relationship with commitment. It includes support from seniors, peers and juniors. Good team-spirit and mutual respect & support facilitate harmonious work relationship, happy work-relations and have been found to have positive relationship with organizational commitment as cited in (Srivastava, 2014) of (Gonzalez and Guillen (2008), to stay committed, employees should feel valued and recognized by management. Assessment conducted by (Latif, 2013), there is an imperative relationship between employee and organization. So, managers are believed to develop a role relationship in which actions and decisions should promote the interest of organization. Employee involvement and contributions in organization is outcome of the interest. The quality of employee organization relationship requires fulfillment of needs, quality of interaction, adaptability and identification.

**Figure 1:** Conceptual Framework of the study

Factors of employee commitment

1. Affective commitment
2. Continuous commitment
3. Normative commitment

Independent variables

Organizational Performance

Dependent variable

*Source:* Developed by Researcher
3. Research Methodology

The study area was limited to sixteen (16) Assosa Zone sector offices found in Benishangul Gumuz Regional state, North western Ethiopia. Assosa Zone is one of the three Zones in Benishangul-Gumuz Regional State of Ethiopia, which is bordered on the south by the Mao-Komo special Woreda, on the west by Sudan, on the northeast by the Abay River which separates it from Metekel and on the east by the Dabus River, which separates it from Kamashi. In this study, descriptive and Explanatory research design used to investigate the effect of employees’ commitment on organizational performances in public sector offices of Assosa Zone. In this study quantitative research method was used in order to describe what sort of relationship that would exist among different variables related to the effect of employee commitment on organization performance by gathering data from respondents. The primary data were sourced from employees selected public sector offices of Assosa Zone. These data were collected from all level of employees those have experience more than two years in their current serving organizations. Secondary data that relevant to the study was collect from various published and unpublished sources such as published books, Research document and magazines.

The study population includes all the 16 public sector offices of Assosa Zone comprising 427(four hundred twenty-seven) employees with varied backgrounds and professions. All these 16 organization are stratified across four stratums like legal and security organizations; social welfare and development organisations; health and education organisations; and revenue and economic organisations. Researches have selected one organisation from each stratum based on the employee number of the organisation. Since many of the organisations have very few employees, researchers have resolved to consider the organisation which has highest number of employees in each stratum. The details of the selected organisation are presented in the following table.

<table>
<thead>
<tr>
<th>S.NO.</th>
<th>Sectors Name</th>
<th>Target population</th>
<th>Sampling Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assosa Zone higher court</td>
<td>52</td>
<td>52/210*143 =35</td>
</tr>
<tr>
<td>2</td>
<td>Assosa zone commerce and urban</td>
<td>61</td>
<td>61/210*143 =42</td>
</tr>
<tr>
<td></td>
<td>development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Assosa zone finance and economic</td>
<td>57</td>
<td>57/210*143 =39</td>
</tr>
<tr>
<td></td>
<td>development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Assosa Zone health office</td>
<td>40</td>
<td>40/210*143 =27</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>210</td>
<td>143</td>
</tr>
</tbody>
</table>

Source: Assosa zone public service and human resource development office annual report, obtained by the researcher in each office in 2012/2019
The sample size was determined by using Watson, (2001) sample size determination formula with 5 percent marginal error and 95 percent confidence interval. The motive behind using this formula was that it would provide the appropriate sample size for population of known size by clearly applying the possible variation that exists among the study participants. The researcher has employed random sampling technique to select sample from each sector offices.

Therefore, the sample will be:

\[
\frac{1}{n} \left(1 - \frac{1}{N}\right) = 143
\]

Source; Watson, (2001)

Where;

- \( n \) = Sample size required for the study from the total population;
- \( N \) = Number of total employees working in 4 selected public sector office (210);
- \( P \) = Estimated variance in a population as a decimal of 0.5 for 50-50 which indicates the variability of effect of employee commitment on organizational performance is 50 percent.
- \( A \) = Precision desired, expressed as decimal of 0.05 for 5 percent;
- \( Z \) = Confidence level of 1.96 for 95 percent; and
- \( R \) = Estimated response rate, as decimal of 0.95 for 95 percent response to be returned.

In this study, the researchers have followed the survey and interview method to solicit the respondents’ opinion on the research questions. In this study Closed ended questionnaire was used for data collection. The researcher has administered the questionnaire to solicit employees’ responses on various questions mentioned in the questionnaire. The questionnaire was partitioned in to two parts such as demographic questions and content questions that are standardized on employee commitment and organizational performance. The study is to know the effect of Employee commitment on organizational performance. For the purpose of this study a questionnaire was developed with 27 items. from those 27 questions 19 standardized questions adopted from the data collection instrument developed by Allen and Meyer’s (1990) to measure the Employee Commitment level in the organizations and the rest of 8 questions which were framed by the researcher up on reviewing literature to measure the Organization Performance. All the responses for content questions were measured using a 5-point Likert scale from strongly disagree to strongly agree. High score shows higher agreement with respective statement and the lower score represent the lesser agreement. The list of variables for which constructs were developed in the questionnaire are listed in the following table.
Table 3.3 Measurement of Variables

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees commitment</td>
<td></td>
</tr>
<tr>
<td>i) Affective commitment</td>
<td>Organizational performance</td>
</tr>
<tr>
<td>ii) Continuous commitment</td>
<td></td>
</tr>
<tr>
<td>iii) Normative commitment</td>
<td></td>
</tr>
</tbody>
</table>

Validity refers to the degree to which an instrument measures what it is supposed to measure, and, consequently, permits appropriate interaction of scores (Muijs 2004) and (Cohen, Manion & Morrison, 2007). Therefore, To ensure validity of instruments A pilot study was conducted to determine the accuracy of the research instruments in obtaining the required data. A total of 20 employees those were included in the pilot study of which 10 employees of Assosa zone agricultural sector and 10 employees of Assosa zone females, youth and children sector offices.

Additionally, the reliability of the instrument was measured by using Cronbach alpha test. It is found that Affective commitment Cronbach alpha is 0.88, Continuous commitment Cronbach alpha is 0.79, Normative commitment Cronbach alpha is 0.78 and for organization performance questions Cronbach alpha is 0.82 the average total reliability result is 0.82 indicating questions in each construct are measuring a similar concept as intended. The collected data were checked for completeness and consistency of the responses, edited and then entered in Statistical Package for Social Science (SPSS) version 20 software. The combinations of both descriptive and inferential analysis techniques were employed. For descriptive analysis the techniques like table, mean, standard deviation were used. Multiple linear regression analysis employed to determine the cumulative effect of independent variable (each employee commitment variable) on dependent variable (organizational performance).so far, so as to investigate their association.

4. Data Analysis

In this study, the data were collected by distributed questionnaires a total of 143 employees of Assosa Zone sector offices, among those 136 were filled and returned by the respondents and this made a return rate of 95.1%. These data were collected from 136 employees of Assosa zone public service was coded, entered in the SPSS version 21 software and, analyzed and interpreted. First, the study started with discussion of employees affective, continuous and normative commitments and organizational performance was described respectively. Finally, the regression analysis of independent variables with dependent variable were described under this chapter.
Demographic Characteristics of Respondents

The demographic profile of the respondents was analyzed using frequency tables and simple percentage method.

Table 4.1: Distribution of Respondents by Sex

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>66</td>
<td>48.5</td>
</tr>
<tr>
<td>Female</td>
<td>70</td>
<td>51.5</td>
</tr>
<tr>
<td>Total</td>
<td>136</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2019

Table 4.1 shows that the male respondents represent 48.5% of the total respondents, while 51.5% of the respondents are female. It could be deduced from this simple fact that higher percentage of the Assosa zone public service employees are female.

Table 4.2: Distribution of Respondents by Age.

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 20 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>21-30 years</td>
<td>29</td>
<td>21.32</td>
</tr>
<tr>
<td>31-40 years</td>
<td>79</td>
<td>58.09</td>
</tr>
<tr>
<td>41-50 years</td>
<td>22</td>
<td>16.18</td>
</tr>
<tr>
<td>51-60 years</td>
<td>6</td>
<td>4.41</td>
</tr>
<tr>
<td>Above 60 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>136</td>
<td>100</td>
</tr>
</tbody>
</table>


Table 4.2 shows that majority (58.09%) of the respondents are between the ages of 31 and 40 years, then followed by the respondents that are between the ages of 21 and 30 years-21.32%. This was followed by 16.18% for the respondents that are between the ages of 41 and 50 years while none of the respondents. None of the respondents is below the age of 20 and above 60 years. It could be deduced from the result that the ages between 31 and 40 years and between 21 and 30 years are mostly employed by Assosa zone public service offices probably because of their youthfulness and agility. The applicants between the ages of 21 and 30 and those between 31 and 40 are employers’ favorites because they are still very active and interested in building a strong foundation for their career.
Table 4.3: Distribution of Respondents by Educational/Professional Educational Qualification

<table>
<thead>
<tr>
<th>Educational Qualification</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>First school leaving certificate</td>
<td>5</td>
<td>3.7</td>
</tr>
<tr>
<td>Diploma level</td>
<td>42</td>
<td>30.9</td>
</tr>
<tr>
<td>BA Degree/First Degree</td>
<td>84</td>
<td>61.8</td>
</tr>
<tr>
<td>Postgraduate Degree</td>
<td>5</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>136</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey, 2019

Table 4.3 above show that majority of the respondents had University first degree i.e. 61.8% followed by diploma level i.e. 30.9%; then Secondary School Certificate and post graduate degree Holders are equally i.e. 3.7%, of the respondents are professional qualification holders and postgraduate degree. Since the lowest educational qualification of the respondents is first school leaving Certificate, it is an indication that the Staff of Assosa zone public service is educated. This may enable to get reliable data to arrive at better generalization.

Table 4.4: Distribution of Respondents by Years of Experience in current office

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5 years</td>
<td>91</td>
<td>66.91</td>
</tr>
<tr>
<td>6-10 years</td>
<td>36</td>
<td>26.47</td>
</tr>
<tr>
<td>11-15 years</td>
<td>4</td>
<td>2.94</td>
</tr>
<tr>
<td>Above 15 years</td>
<td>5</td>
<td>3.68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>136</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>


From the questionnaire collected, which is presented in table 4.4 above, more than half of the respondents (66.91%) have spent less than five years in AZPSOs. 26.47% of the respondents have spent between 6 and 10 years in the AZPSO. while only 3.68% and 2.94% of the respondents have spent between 11 and 15 years and more than 15 years respectively with AZPSO. It is evident from the above information that majority of the respondents have not spent much time in the company. This may indicate that most of AZPSO employees are youth and they may be energetic.
Descriptive analysis of Employees’ commitment

The information collected from the respondents through the questionnaire on their level of commitment to the organization, and their perception of performance is described below.

Effects of Employees commitment on Organizational performance

The regression analysis was made to know the effect of employee commitment dimensions [Affective Commitment, Continuance Commitment and Normative Commitment] on Organizational performance.

Table 4.5 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R square</th>
<th>Adjusted R square</th>
<th>Std. error of the estimate</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.636 (^a)</td>
<td>0.404</td>
<td>0.390</td>
<td>.18632</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Affective, Continuance, Normative Commitment Dependent Variable: Organizational performance; Source: Own Survey Data, questioner 2019

As indicated in table 4.9 the value of R Square the coefficient of determination indicates the explanatory power of the model in combination, Affective, Continuance and Normative Commitment, contributes about 40.4% of the variation to dependent variable organizational performance which is significant at 95% confidence level that the dependent variable explained by independent variable. The rest 59.6% of the variation in the dependent variable is explained by other variables.

Table 4.10 Regression Coefficients of Employee Commitment on Organizational Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Un standardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>β</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.744</td>
<td>0.208</td>
<td>8.384</td>
<td>.000</td>
</tr>
<tr>
<td>Affective Commitment</td>
<td>.149</td>
<td>.031</td>
<td>.329</td>
<td>4.760</td>
</tr>
<tr>
<td>Continuance commitment</td>
<td>-.009</td>
<td>.059</td>
<td>-.011</td>
<td>-.149</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>.344</td>
<td>.051</td>
<td>.490</td>
<td>6.782</td>
</tr>
</tbody>
</table>

Dependent Variable: Organizational performance Source: Own Survey Data, questioner 2019

The regression analysis as indicated in Table 4.10 above showed that the effects of affective commitment (B=0.149, t=4.760, p<0.05) and normative commitment (B=0.344, t=6.782, p<0.05) has positive statistically significant effect organizational performance. Whereas continuous commitment (B=-0.009, t=-0.149, p>0.05) on organizational performance was not statistically significant effect on organizational performance.
Accordingly, an increase in one unit of affective commitment result in 0.149 (sig. 0.000) changes the effect on organizational performance. While an increase in one unit of normative commitment result in a 0.344 unit (sig. 0.000) effect on organizational performance. Based on the magnitude of weighted beta, it can be concluded that if all independent variables are ignored, then each organization under study have the value of 1.744 on the organizational performance. Nevertheless, if there is a unit of additional SD changes independent variables; affective commitment, continuous commitment and normative commitment then it is followed by the change in organizational performance with a value of 0.344 unit of normative commitment, 0.149 unit of affective commitment, and -0.009 unit of continuous commitment. As per the entire regression analysis, the moderate fit for the data is defined by the following equation:

\[
Y = \beta_0 + \beta_1 X_{AC} + \beta_2 X_{CC} + \beta_3 X_{NC} + \epsilon
\]

\[
Y = 1.744 + 0.149(3.2108) - 0.009(2.802) + 0.344(3.1985) + \epsilon
\]

\[
= 1.744 + 0.4784 + 0.10028 + \epsilon
\]

\[
= 1.744 + 1.553 + \epsilon
\]

\[
Y = 3.29747
\]

As the mean score result of Y, which is equivalent to the mean score of summarized descriptive statistics of variables under table (4.8) depict that the organizational performance could be significantly explained by the independent variables with zero noise (\(\epsilon_0\)).

**Discussions of major findings**

The findings obtained from the study shows that the level of Employees Affective, continuous and normative commitment’ mean value were average (moderate) level. The mean of affective commitment was at (3.2108) level, continuous commitment was at (2.802) level, and normative commitment was also above average level (3.1985) as shows in (Table 4.5). The results indicate that organizational performance of Assosa zone sector offices was above the average (3.20) level. According to the regression analysis in Table 8, the independent variables: employees’ commitment model (affective and normative commitment) have statically significant effect on the dependent variable organizational performance.
The Effect of Affective Commitment on Organization Performance

The result of the study indicated that Beta (β) value (un standardized coefficient of regression) of AC was $\beta = 0.149$ and p-value (sig) $= 0.000$ which is $P < 0.05$. The Beta value ($\beta$) = 0.149 shows 1-unit increase in Affective Commitment will increase OP by 0.149, p-value =0.000 which is $P < 0.05$ shows that the effect of Affective commitment has positive significant effect on organization performance. This finding is in parallel with the study of Khan, (2010) which investigated that the impact of Affective Commitment had a positive significant relationship to Organization Performance and found that there is positive relation between AC, and OP and conclude (OP) of the organization depends more upon the AC of the employees. Also Ali, (2010) found that there is positive significant relationship between Employee Commitment and Organization Performance, therefore concluded that organizations can improve their performance through employees’ commitment.

The Effect of Continuance Commitment on Organization Performance

The result indicated that the Beta (β) value (un standardized coefficient of regression) of CC was $\beta = -0.009$ and p-value $= 0.881$ which is $P > 0.05$. The Beta value (β) shows 1-unit increase in Continuance Commitment will decrease Organization Performance by 0.009. The p-value= 0.881 which is $P > 0.05$ shows that the negative effect of CC has no significant effect on organization performance. This finding is contrary to Khan, (2010) which investigated that the impact of Continuance Commitment had a positive significant relationship to Organization Performance and found that there is positive relation between CC and OP and conclude (OP) of the organization depends more upon the Continuance Commitment of the employees. This finding is contrary to Khan, (2010) which investigated that the impact of Continuance Commitment had a positive significant relationship to Organization Performance and found that there is positive relation between CC and OP and conclude (OP) of the organization depends more upon the Continuance Commitment of the employees. This finding is in agreement with findings of Alan and miyer (1993) and Amini (2005). To explain this, it must be said that the employees stays in the organization and works their job due to costs of leaving and calculating the damage and profit he must undergo in case of living his job. In fact, the employees stay in the organization because they need their job, but does not have any feeling of affection or responsibility for the organization, and in case of having better opportunity, they are very likely to leave the organization. There for, this commitment does not have significant effect on their performance.
THE Effect of Normative Commitment on Organizational Performance

The result indicated that the Beta (β) value (un standardized coefficient of regression) of Normative Commitment $\beta = 0.344$ and P value (sig), = 0.000. As the study result shows that $P = 0.000$, which is $P < 0.05$ showing the effect of Normative Commitment was positive significant effect on organization performance. The Beta value (β) shows that normative commitment has positive relationship with significant effect on organization performance within 95% confidence. The study finding is in line with Aqal Amin and Sonia Sethi (2013) which studies Normative Commitment and their result indicates Psychological high Positive effect on employees Performance and concluded that Organization make Normative Commitment with employees on the bases of their positive attitude and behavior and required needs for improving the performance of the organization.

5. Summary, Conclusions & Recommendations

According to the result of analysis the mean and standard deviation value of the respondents on Employees’ Affective Commitment is 3.2108 with 0.33959 standard deviation; continuance commitment is $M=2.802$ with standard deviation of 0.8482; and Normative Commitment is $(M=3.1985$ with standard deviation of .645.

Among the three components of Employee Commitment Variables Affective Commitment has high mean value relative to the others Generally, in line to the first objective to determine the existing level of employee’s commitment in AZPSOs the result of the analysis the level of employee commitment shows that there is a moderate level in Affective Commitment and Normative commitment. Whereas the level of continuance commitment is found below the average or minimum level of the three dimensions of employees’ commitment, in the study’s organizations.

It is observed from the Table 4.10 in the value of R Square the coefficient of determination indicates the explanatory power of the model has coefficients of determination, in Affective commitment is (0.149), Continuance commitment is (-0.009) and Normative Commitment is (0.344); contributes about 40.4% of the variation to dependent variable organizational performance. which is significant at 95% confidence level that the dependent variable explained by independent variable. The rest 59.6% of the variation of the dependent variable is explained by other variables. Generally, the findings in respect to the result of analysis confirmed that there is highly positive effect of Affective and normative commitment on organizational performance in AZPSOs.
Conclusions of the study

The current research study has explored the link between employee commitment and organizational performance. Organizations can change the attitude and behavior of their employees to be committed to their institutions through the application of the employee commitment factors i.e. performance management, training and development systems. These determinants surely increase level of the employee’s commitment which ultimately results in organization effectiveness. The result of the study brings out the fact that employee commitment is predictor of organizational performance. Enhancing of employee commitment is vital for effective functioning of an organization, and to make the organization grow and expand at a faster pace.

According to the results of the research

- The existing level of employees’ commitment of the employees of AZPSOs are at Moderate level.
- The existing level of organizational performance of AAZPSOs are at moderate level.
- The Employees Affective and Normative commitment have positive relationship with organization performance.

Furthermore, each of these three Employee Commitments dimensions were tested for their influence on Organization Performance and the test revealed that the Affective and Normative commitment have significant effect on organization performance but Continuous commitment has no effect on Organization Performance. In this study it is found that the Organization performance depends more on the Affective and Normative commitment of the employees.

Recommendations of the study findings

Based on the findings and the conclusions made in this study, the following recommendations are provided to improve organizational commitment and to contribute for the further research in this discipline.

- Assosa zone public service sector offices are advised to give attention to work environment such as proper work environment, fair and transparent treatment among staff members during promotion and other opportunity given to attract professional staff from outside.

- To get maximum performance from staff of Assosa zone public service sectors, management should emphasize on developing motivational package in order to encourage creativity and
competition among the staff.

- Assosa zone public service sector offices ought to establish and maintain regular training program and should design training and development system.
- Assosa Zone public service sector offices are recommended to show emphasis on employees’ commitment and treat it’s both negative and positive effects accordingly.
- When the employees feel that the organization spends time and money to prepare them for better working, employees feels a sense of duty to stay in that organization. Therefore, it is recommended to organizations to arise this feeling in their employees by making them aware of the costs that the organization has undergone to prepare and instruct them for their best performance to their job.

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