

# Assessing the effect of Employee Commitment on Organizational Performance in selected Private Universities in Wakiso District Uganda

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**Abstract:** The study carried out was about assessing the effect of employee commitment on Organizational Performance of selected private universities in Wakiso District, Uganda. The objectives of the study were to examine the effect of affective commitment on organizational performance in private universities in Wakiso district, and to assess the effect of normative commitment on organization performance in private universities in Wakiso district. The findings of the study revealed that respondents believe in what their organizations do and so they work hard to help the organizations achieve their goals and that employees depend on their organizations for survival.

## 1.1 Background to the Study

Despite the fact that organizational performance has been monitored since antiquity (Brudan, 2009), modern organizations and the advent of methods derived from scientific management helped to consolidate the execution of such activities as management practices. In both the public and private sectors, there appears to be a global organizational performance problem, and more must be produced with less resources. The need for efficient systems of evaluating the performance of organizations has grown as a result of this cross-cutting issue in the least developed, emergent, and industrialized countries (Savitz and Weber, 2006).

According to Epstein and Manzoni (1997), many performance management systems were created, adopted, and put into practice at various levels of the public and private sector toward the end of the 1980s. These systems could be traced back to the use of cost-benefit analysis in the 1960s; management by objectives (MbO) in the 1960s and 1970s; and the use of cost benefit analysis in the 1980s.

According to Tezza et al. (2010), factory managers at General Motors made decisions in the US at the beginning of the 19th century based on data regarding the hourly cost of converting raw materials into finished products, defined by departments in individuals; this data was used to pay bonuses to employees.

The Tableaude Bord was the first organizational performance measurement model in Europe, and it was developed in France in the 1930s by process engineers looking for innovative ways to boost productivity by better understanding the cause-and-effect relationship. (Epstein and Manzoni, 1997). One of the first businesses to employ a measurement methodology that took into account non-financial performance indicators was General Electric in the 1950s (Nrreklit, 2000). The unhappiness with financial indicators as a way to gauge the performance of the company led to Ralph Cordiner, the company's CEO, taking this effort in 1951.

The psychological attachment or affective commitment that an employee develops in relation to his identification and involvement with the relevant organization is referred to as employee commitment. Employee commitment is further defined by Parfyonova (2009) as an attachment to the organization that is characterized by an intention to stay with it, identification with the organization's values and goals, and a readiness to put up extra effort on its behalf. People take into account how closely their own beliefs and aims align with those of the organization as part of their commitment to it; as a result, this is regarded as the connection between the individual employee and the organization.

Employee commitment was initially seen by Meyer (2009) as having two dimensions, namely affective and continuance. The first dimension, known as affective commitment, was described by Meyer (2009) as the experience of favorably identifying with, engaging with, and experiencing an attachment to the organization. They also established the continuance commitment dimension, which examines employees' feelings of loyalty to their employer in light of the costs associated with their departure. Meyer then added a third factor, which he defined as the employee's sense of duty to stick with the company, based on additional study. As a result, the terms "employee commitment" and "continuance" are used to represent the concept, which is regarded as having three dimensions.

The belief that employee commitment is a psychological condition that describes organizational members' relationship with the organization and has implications for the decision to continue or cease membership in the organization is shared by the three dimensions of employee commitment. (Meyer, 2009). The degree to which the organization is meeting its defined goals and objectives is referred to as organizational performance, which is the dependent variable in the current study. (Bass & Riggio, 2006).

### **Problem Statement**

The performance of institutions is consistently below expectations in developing nations, despite the fact that their staff are expected to execute in accordance with standardized quantity and quality. University personnel fall short of functioning as described in the organizational reports in the Wakiso district. Despite the fact that they are even required to understand a complete and current job description, job performance objectives, and job standards, this nevertheless happens. Employee alienation stifles creativity and innovation, which results in usually low performance. Private Universities are currently experiencing frustrating times since their results do not match the standards set out in the Annual Performance Report of Universities for the years of 2019 and 2020. The universities among others include Victoria University, , Kampala International University and International University of East Africa .

### **Purpose of the Study**

The purpose of this study was to examine the effect of employee commitment on organizational performance in private universities in Wakiso district.

### **Objectives**

- i. To examine the effect of affective commitment on organizational performance in private universities in Wakiso district.
- ii. To assess the effect of normative commitment on organization performance in private universities in Wakiso district.

### **Research Questions**

- i. What is the effect of affective commitment on organizational performance in private universities in Wakiso district?
- ii. What is the effect of normative commitment on organization performance in private universities in Wakiso district ?

### **Scope of the Study**

#### **Geographical Scope**

The study area for this research was on private universities in Wakiso district. Victoria University in Kampala, Kampala International University in Kasanga, and International University of East Africa were randomly selected as the main sources of information for the study.

### **Review of Related Literature**

#### **Effect of Affective Commitment on Organizational Performance**

Most firms now recognize that employee performance is crucial in determining the success of the company. (Zheng et al., 2010). Therefore, it is crucial for managers and administrators to understand how to get the most out of their workforce. Employee commitment is a significant antecedent factor influencing organizational performance (Ali et al., 2010), making it one of the most researched work attitudes in the field of human resources management. Due to the fact that firms can obtain superior performance and competitive advantage through committed individuals, Boxall et al. (2016) claim that commitment has garnered attention in academics.

When employees are committed, they are more likely to be inspired to volunteer their time and effort in support of the organization's aims and objectives. Since they offer the intellectual capital that is essential to the majority of firms, committed employees are any organization's most valuable resource. (Beijer, 2015). Additionally, when staff members care about the company and their well-being as a whole, they will play a crucial role in creating social capital that fosters organizational learning and culture. Therefore, it is crucial for firms to be

aware of the numerous factors that may have an affect or be crucial in deciding employees' levels of commitment.

#### **Effect of Continuance Commitment on Organizational Performance**

Employees that are committed to staying with the company identify and weigh the advantages and disadvantages of staying with it, such as the time, effort, and pension expenditures. (Park & Rainey, 2007). The individual will remain with his or her company if they have a high level of continued devotion. Management and employees have an ongoing or calculative interaction that benefits both parties. Organizational citizenship conduct, absenteeism, and work performance have no relationship with—or a negative relationship with—continuance commitment. (Fu et al., 2015). Continuous commitment has a favorable impact on output and work quality. Organizational citizenship conduct has little bearing on employees with high levels of commitment to the company

#### **Effect of Normative Commitment on Organizational Performance**

Normative loyalty is the conviction that one has a duty to support the organization during good and bad times. According to Meyer (2014), normative loyalty demonstrates a sense of duty to keep a job. High normative loyalty individuals continue to work for a company because they believe it is the "morally right" thing to do. When an employee works for an organization for a long time and receives the training he or she needs, the employee is considered to have a normative level of commitment to the organization and is willing to continue his or her affiliation. According to Meyer et al. (2014), the significance of normative loyalty is its connection to the desire to quit the organization.

It is rare that an employee with a strong feeling of commitment would consider ending their relationship with the company. Employee commitment to the company on a normative basis will reduce the likelihood that they will depart. Normative commitment was described by Somers (2009) as loyalty based on norms of reciprocal obligation between employees and their organizations.

### **Research Methodology**

#### **Research Design**

According to Mugenda & Mugenda (2003) a research design is a framework of methods and techniques chosen by a researcher to combine various components of research in a reasonably logical manner so that the research problem is efficiently handled. The study employed a descriptive cross-sectional survey design. This research design was helpful because it provided a practical way of data collection capturing practical individual aspects like opinions and attitudes, perceptions and experiences from the population, as well as sensitizing the research team about the unknown or unanticipated problems.

#### **Research Population**

Three universities were specifically chosen for the study's population: International University of East Africa, Kampala International University, and Victoria University in Kampala. According to the staff structure manuals at the three selected private institutions, three departments, including the human resource staff and operations managers, were sampled, totaling 142 officers. The reason the colleges were picked for the research was because they were among the best in the nation and that the employees at the universities made it simple for the researcher to obtain the information she needed.

#### **Sample Size**

Using the sample determination table developed by Krejcie and Morgan (1970), the study's sample size, which consisted of 104 respondents, was established. (See Appendix V). The three chosen private universities in the Wakiso district's general managers, human resource managers, and other staff members will be chosen for these positions. Table 3.1 provides information on the sampling size.

#### **Sample Selection**

<b>Category</b>	<b>Target</b>	<b>Sample</b>	<b>Sampling technique</b>
Departmental staffs	32	24	Stratified/simple random
HR staffs	52	38	Stratified/simple random
Other staffs (lecturers, and non teaching staff)	58	42	Stratified/simple random
<b>Total</b>	<b>142</b>	<b>104</b>	

### **Sampling Procedure**

The researcher employed stratified and straightforward random selection techniques to choose the necessary sample for the study while taking into account the various kinds of people within the research population. To guarantee that each group is represented, stratified sampling was used to choose the various categories of people within groupings, and simple random sampling was used to choose the respondents from among the various groups.

### **Data Sources**

Primary data was used in this study. The research instruments for data collection were the questionnaires and interviews.

### **Research Instruments**

#### **Questionnaires**

During the course of the study, the researcher printed the questions and distributed them to selected respondents; the respondents answered the questions and returned them to the researcher.

#### **Interviews**

The research also utilized an interview guide for key informants; key informants included those respondents that were not able to answer the questionnaires and the top management of the selected departments such as the HR Manager, and the HODs in the selected departments.

### **Validity and Reliability of Instruments**

#### **Validity**

To measure the validity of instruments, the researcher presented the questionnaire tools to two experts who checked each of the contained items for clarity, language, comprehensiveness and relevance of the content.

#### **Reliability**

Reliability of instruments was established by conducting a test study. The results of the study were used to compute the reliability of instruments using Crobach's Alpha Coefficient formula:

### **Data Analysis**

Descriptive and regression analysis tools were used to analyze the collected data. Descriptive statistics such as means, frequencies, percentages and standard deviation were used to analyze the respondents' bio data. Multiple regression analysis was conducted to establish the effect of employee commitment on organizational performance, based on the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where  $\beta_1 - \beta_3$  are regression scope coefficient,  $X_1 - X_3$  are effective, continuance and normative commitments/ $e$  is the error. The hypotheses testing will be done using the p-value to determine where to accept or reject the hypotheses.

## **RESULTS**

### **Response Rate**

The primary data gathering tools used in the study were questionnaires and interviews. The study had 142 respondents, including 58 other staff members, 52 HR staff, and 32 departmental directors. Out of the 104 total respondents, 104 (99.9%) provided a response. A response rate of 50% is sufficient for analysis and reporting, a rate of 60% is good, and a rate of 70% or more is exceptional, according to Mugenda and Mugenda in 2003. In light of the recommended response rates, both the questionnaire and interview response rates were quite good.

### **Demographic Characteristics of Respondents**

#### **Respondents' Gender**

**Table 4.1: Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	56	53.8

Female	48	46.2
<b>Total</b>	<b>104</b>	<b>100</b>

**Source:**Field data

The results in table 4.1 indicate that on the gender of respondents, 53.8% of the respondents were male while 46.2% were female. This implies that both genders were adequately represented in the study.

#### **Age of respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
18 – 25 years	38	36.5
26 – 35 years	44	42.3
36 – 45 years	13	12.5
46 yrs and above	9	8.7
<b>Total</b>	<b>104</b>	<b>100</b>

**Source:** Field data

The results in table 4.2 indicate that on the age categories of respondents, 36.5% of the respondents were aged 18 – 25 years old, 42.3% aged 26 – 35 years old, 12.5% aged 36 – 45 years old, and 8.7% of the respondents were aged 46 years and above.

#### **Respondents' Marital Status**

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Single	29	27.9
Married	64	61.5
Widowed	11	10.6
<b>Total</b>	<b>104</b>	<b>100</b>

**Source:**Field data

The results in table 4.3 indicate that on the respondents' marital status, 27.9% of the respondents were single (unmarried), 61.5% of the respondents were married, and 10.5% of them were widowed.

#### **Table 4.2 Education Levels**

<b>Education levels</b>	<b>Frequency</b>	<b>Percent</b>
Degree	70	67.3
Diploma	22	21.2
Certificate	12	11.5
<b>Total</b>	<b>104</b>	<b>100</b>

**Source:**Field data

The results in table 4.4 indicate that on the education levels of respondents, 67.3% of the respondents were degree holders, 21.2% of the respondents were diploma holders, and 11.5% of the respondents were Certificate holders

#### **Department where Respondents Work**

<b>Department</b>	<b>Frequency</b>	<b>Percent</b>
Departmental directors	24	23.1
HR managers	38	36.5
Operations managers	42	40.4
<b>Total</b>	<b>104</b>	<b>100</b>

**Source:**Field data

Table 4.5's findings show that among the departments from which the respondents came, departmental directors made up 23.1% of the respondents, human resources departments accounted for 36.5% of the respondents, and operations departments accounted for 40.4%. This suggested that the responders came from different departments at various chosen private universities in the Wakiso neighborhood. Respondents were questioned on whether or not their organizations were performing well as part of the study's investigation into the performance of the several selected private universities. Table 4.6 displays the findings in the following ways.

**Table 4.3: Whether Organizations are performing Well**

Responses	Frequency	Percent
Yes	88	84.6
No	16	15.4
<b>Total</b>	<b>104</b>	<b>100</b>

**Source:** *Field data*

According to table 4.6's findings, 84.6% of respondents agreed and 15.4% disagreed about whether businesses are operating well. This suggested that the majority of respondents thought the various private universities they had chosen to attend in the Wakiso district were doing well. The results also include the respondents' evaluations of the performance level of the organization. Table 4.7 displays the findings as follows:

**Table 4.4: Whether Organizations are performing well**

Responses	Frequency	Percent
Very high	39	37.5
High	26	25
Moderate	17	16.3
Low	14	13.5
Very low	8	7.7

**Source:** *Field data*

The results in table 4.7 indicate that on the respondents' rating of the performance of their respective organizations, 37.5% of the respondents said the performance is very high, 25% of them said the performance was high, 16.3% of them said the performance was moderate, while 13.5% of them said the performance was low and 7.7% of them said the performance was very low. This implied that majority of the respondents believed that their respective selected private universities in Wakiso district were performing highly. As to whether there was employee commitment in the various selected private universities, the results are presented in table 4.8 as follows:

**Table 4.5: Whether there is Employee Commitment**

Responses	Frequency	Percent
Yes	81	77.9
No	23	22.1
<b>Total</b>	<b>104</b>	<b>100</b>

**Source:** *Field data*

The results in table 4.8 indicate that on whether there is employee commitment in the various selected private universities, 77.9% of the respondents agreed and 22.1% of them disagreed. This implied that majority of the respondents believed that the employees of the various selected private universities in Wakiso district were committed to their organizations.

### 4.3 Affective Commitment and Organizational Performance

The first specific objective of the study was to examine the effect of affective commitment on organizational performance in selected private universities in Wakiso district. The information from the findings is presented in the table 4.9 as follows:

**Table 4.6: Affective Commitment in Private Universities in Wakiso district**

Statement	Mean	Std. dev.
I believe in what my organization does and so I work hard to help it achieve its goals	4.51	0.59
I feel an emotional attachment to my organization and so am equally proud when it achieves its set goals	4.43	0.47
I feel it's in my best interest to help this organization to grow and prosper	4.57	0.52
I endorse/recommend my organization to other people, so I try to ensure that its performance is at its maximum	4.70	0.77



I see myself spending the rest of my professional career in this organization, so my contribution is necessary for its success	4.72	0.61
I work hard to ensure that my organization out-performs the competition in the market	4.76	0.74
<b>Average score</b>	<b>4.61</b>	<b>0.62</b>

**Source:** Field data

Table 4.9 revealed the results from the respondents' responses on the effect of affective commitment on organizational performance in selected private universities in Wakiso district, revealed that respondents believe in what their organizations do and so they work hard to help the organizations achieve their goals, as indicated by the mean and standard deviation scores of 4.51 and 0.59 respectively. Also, the findings show that respondents feel an emotional attachment to their organization and so they are equally proud when they achieve their set goals, as indicated by the mean and standard deviation scores of 4.43 and 0.47 respectively.

Furthermore, the study findings revealed that respondents feel it's in their best interest to help their organization to grow and prosper, with the mean and standard deviation scores of 4.57 and 0.52 respectively. The findings also revealed that respondents endorse/recommend their organizations to other people, so they try to ensure that the performance is at its maximum, with the mean and standard deviation scores of 4.70 and 0.77 respectively.

Further still, majority of respondents also said that see themselves spending the rest of their professional career in their current organization, so their contribution is necessary for organizational success, with the mean and standard deviation scores of 4.72 and 0.61 respectively. Additionally, respondents said that they work hard to ensure that their organizations out-perform the competition in the market, with the mean and standard deviation scores of 4.76 and 0.74 respectively.

With an average mean of 4.61 and standard deviation of 0.62, this implied that majority of respondents agreed that there was affective employee commitment within the selected private universities in Wakiso district.

#### 4.5 Normative Commitment and Organizational Performance

The first specific objective of the study was to examine the effect of normative commitment on organizational performance in selected private universities in Wakiso district. The information from the findings is presented in the table 4.11 as follows:

**Table 4.7: Effect of Normative Commitment on Organizational Performance**

<b>Statement</b>	<b>Mean</b>	<b>Std. dev.</b>
This organization has done a lot for me so that is why I help it to perform at its best	4.64	0.57
I feel an obligation to give back as a way of appreciating the support that I receive from the organization	4.56	0.62
I work hard to help the organization to perform at its best because I want my contribution to be recognized	4.70	0.69
The organization has demonstrated that it deserves my loyalty, that is why I give my best effort towards its performance	4.83	0.72
I am satisfied with my job, so am obliged to ensure that the organization is also satisfied with my contribution towards its performance	4.85	0.74
This organization has enabled me to attain my career goals, so my contribution is aimed at helping it to achieve its performance targets	4.79	0.70
<b>Average score</b>	<b>4.72</b>	<b>0.67</b>

**Source:** Field data

Table 4.11 revealed the results from the respondents' responses on the effect of normative commitment on organizational performance in selected private universities in Wakiso district, revealed that respondents feel that their organization have done a lot for them so that is why they help them to perform at their best, as indicated by the mean and standard deviation scores of 4.64 and 0.56 respectively.

Also, the findings show that respondents feel an obligation to give back as a way of appreciating the support that they receive from their organizations, as indicated by the mean and standard deviation scores of 4.56 and

0.62 respectively. Furthermore, the study findings revealed that respondents work hard to help their organizations to perform at their best because they want their contribution to be recognized, with the mean and standard deviation scores of 4.70 and 0.69 respectively.

The findings also revealed that respondents feel that their organizations have demonstrated that they deserve the employees' loyalty, which is why they give my best effort towards the organizations' performance, with the mean and standard deviation scores of 4.83 and 0.72 respectively. Further still, majority of respondents also said that they are satisfied with their jobs, so they feel obliged to ensure that their organization are also satisfied with their contribution towards their performance, with the mean and standard deviation scores of 4.85 and 0.74 respectively.

Additionally, respondents said that their organizations have enabled them to attain their career goals, so their contribution is aimed at helping their organizations to also achieve their performance targets, with the mean and standard deviation scores of 4.79 and 0.70 respectively. With an average mean of 4.72 and standard deviation of 0.67, this implied that majority of respondents agreed that there was normative employee commitment within the selected private universities in Wakiso district.

#### **4.6 Regression Analysis**

Regression analysis was carried out to examine the level at which the various types of employee commitment predict the level of organizational performance in the various selected private universities in Bujumbura, Burundi. The results from this are presented in the table 4.12 as follows:

#### **Conclusion**

Affective commitment can affect organizational performance, according to the study's findings, because individuals who are affectively committed to the company work with enthusiasm and passion, and it is this passion that propels them to achieve excellent organizational performance. This is so that employees who are emotionally invested in the success of the company can be said to be affectively committed.

The study found that normative commitment has a negative impact on organizational performance because it is merely required, making it the least effective type of commitment that a company might hope for. Those who are normatively dedicated to their organizations as employees are only there out of a sense of duty. Instead, they will be motivated to give their best effort in order to fulfill their responsibility and release themselves from it.

#### **Recommendations**

##### **Affective Commitment of Employees in Private Universities**

Regarding emotional commitment, private colleges and all other companies in general ought to implement and sustain systems that make them likable to their staff members. As a means of fostering employee loyalty to the company, the organization should foster a relationship with its workforce. Employees who are sincerely committed to the company will make the biggest contributions to its performance, as was shown above.

##### **Normative Commitment of Employees in Private Universities**

Organizations should continuously innovate and enhance their interactions with their staff if they want to lower the amount of normative commitment. Obligatory commitment often lasts a short time and varies depending on the circumstances. In order to retain those employees who are normatively committed, the business should reorient its connection with them before their feeling of commitment wanes.

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