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Employee Commitment and Organizational Performance of Sterling Bank in Delta State, Nigeria

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ABSTRACT: *The study examined the relationship between employee commitment and organizational performance of Sterling Banks in Delta State, Nigeria. The dimensions of employee commitment include normative, continuance, affective while measures of organizational performance are increased productivity and increased customer service. The study adopted cross-sectional survey design while the target population of the study was (45) management and non-management staff from the main branch of the sterling banks operational based in Delta State. A well-structured questionnaire was distributed randomly among the management staff, in the banks under study and fully analyzed using mean score and standard deviation. The t-statistics was used to test the null hypotheses at (0.05) level of significance to establish the association between employee commitment dimensions and organizational performance in of sterling banks with the aid of statistical package for social science (SPSS version 26.0). From the analysis it was found that affective commitment, continuance commitment and normative commitment had a positive and negative significant influence on organizational performance. Therefore, the study concludes that: normative commitment has no significant relationship with increased productivity of sterling bank in Delta State, Nigeria. The study recommends that that management of sterling bank should prioritize and have their concentration more on those factors that will increase the employees affective commitment levels so as to maintain a improve customer service in the market and the banking industry.*

Keyword: Employee Commitment, Organizational Performance, Sterling Bank, Delta State, Nigeria.

1. Introduction

Organizational performance is dependent upon a series of exchanges between the organization and its environment. These exchanges and the continual interaction with the environment give rise to a number of broader responsibilities to the organization in general (Ugoo, 2004). More so, organizational performance is described as the extent to which the organization is able to meet the needs of its stakeholders and its own needs for growth (Griffin, 2003). Performance is the accomplishment, execution, carrying out working out of anything ordered or undertaken. Neupane (2014) posits performance of organization is the overall measure of the ability to produce goods or services. However, organizational performance refers to the aggregate performance level of all departments and business units of an entity. This means that the performance of an entity is a sum total of the performance of its entire sub-units as well as its sub-components (Rulangaranga, Ntayi & Muhwezi, 2013). This is a wide view of performance at an entity or level disclosing the actual performance of entities (Kohli, 2013).

Organizational performance can be evaluated by quality service and products, satisfying customers, market performance, service innovations, and employee relationships (Dess & Robinson, 2014). The author also stated that organizational performance is based on balanced scorecard, and can also be appraised by return of investment, margin on sales, capacity utilization, customer satisfaction and product quality. Richard, Devinney, Yip and Johnson (2011) identified that return on investment, sales and market growth, and profit are important factors that be measured by organization performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011). Committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization (Hunjra, 2010). They provide the intellectual capital that, for many organizations, has become their most critical asset (Hunjra, 2010). Furthermore, employees who share a commitment to the organization and their collective wellbeing are more suitable to generate the social capital that facilitates organizational learning.

According to Ndai and Makhamara (2020) commitment is an intrinsic ability and desire for positive efforts towards performance for purposes of fulfilling certain needs and objectives and preserving certain value and interests. It is the central task of management to motivate the attitude and behavior of organizational members towards working for and meeting organizational relevant goals and needs considered necessary by management. Employee commitment is only one of many factors that affect performance, but it certainly is a key factor and constitutes one of the many means available to an organization for improving its performance. Employee commitment and organizational performance therefore goes hand in hand as the performance of the organization is greatly determined by the commitment that employees have commitment helps in achieving the planned objectives without any type of conflicts thus leading to high organizational performance (Ezeanolue, Okoye & Nwankwo, 2021).

Mwangi (2010) carried out a study on the effects of organizational commitment on performance of teachers in secondary schools in Kenya and concluded that organizational commitment had an impact on the performance. George, Miroga and Omweri (2013) report on the findings of a survey done on the educational institutions in Kenya revealed that most educational institutions have been less successful in management of conflicts in spite of the government policies put in place including accommodation, communication, competing and negotiation. Nwabueze and Bernard (2017) conducted a study on conflict management and organizational performance in institutions of higher learning in south eastern, Nigeria. The results show that organizational conflict between teaching-staff and school administrators, students and teaching-staff, students and school administrators; and students and non-teaching staff have no significant positive relationship on the performance of institutions of higher learning in south eastern Nigeria. Ezeanolue, Okoye and Nwankwo (2021) investigate the effects of employee commitment on the performance of Timaflor Limited Company and findings showed that training, compensation and working conditions have a positive and significant effect on organization performance. Edoho (2001) argued that investigations which are aimed at developing theoretical frameworks and models projected at explaining and predicting outcomes should be premised within the contexts of interests, and thus effectively address and capture the unique gaps and features of their contexts of interests.

Moreover, recent studies have shown that high commitment practices can work well synergistically and a reflective of a general commitment strategy (Gagné, 2008). Furthermore, high commitment work practices do improve performance, labour productivity and the quality of service (Meyer, 2009; Mughal & Khan 2013, Amineh & Ali 2014, Uchendu, Anijaobi-Idem & Odigwe 2013). Employee commitment has been examined in manufacturing sector, education sector, hospitality industry and public sector in both developed and developing countries. However, there is dearth of studies, especially in Nigeria, that addressed the role of organizational commitment in banking industry. It is in the light of this, the study intends to fill the gap in knowledge by focusing on the relationship between employee commitment and organizational performance of sterling banks in Delta State, Nigeria.

2. Literature Review

2.1 Theoretical Review

The study of employee commitment and organizational performance falls under the affective event theory which was used as theoretical foundation for the phenomenon under study. According to Thompson & Phua (2001) the theory explains how emotions and moods influence job satisfaction.

2.1.1 Affective Event Theory

The theory was developed by Thompson and Phua (2001) to explains the linkages between employee's internal influences-cognitions, emotions, mental states (etc) and their reactions to incidents that occur in their work environment that affect their performance, commitment, and job satisfaction (Wegge, van-Dick, Fisher, West & Dawson, 2006). The theory further proposes that affective work behaviors are explained by employee mood and emotions, while cognitive-based behaviors are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers job satisfaction. This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment.

Rolland and Fruyt (2003) research findings on personality in support of affective events theory shows that there are a number of factors that influence the theory. These are: consciousness, agreeableness, neuroticism, openness to experience, and extraversion. Finally performance feedback has an important influence on employee affect. The type of feedback on performance provided by managers can affect employee performance and job satisfaction (Fisher & Ashkanasy, 2000). Closely related to this theory is Locke's (1976) Range of Affect Theory. The theory further states that how much one valued a given facet of work (for example, the degree of autonomy) moderates how satisfied or dissatisfied one becomes when expectations are or not met. When an employee values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) negatively (when expectations are not met), compared to one who does not value that facet.

Furthermore, it is stated that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet (Spector, 1997). Several theorist have come up with different theory on emotional intelligence, however most theorist appear to include and focus on the same four main components of emotional intelligence: perception of ones and others emotion, understanding and utilization of that knowledge. Salovey and Mayer, (2003) proposed their theory of emotional intelligence in (1990) their theory has recently begin to be tested using an instrument they have developed called mayer-salovey-caruso emotional intelligence test (msceit). Goleman & Boyatzis, (2002) have proposed an inductively based theory of social intelligence which has been tested with emotional intelligence competence inventory (ECI). Both theories are similar that they each propose awareness and regulation of emotion at the individual social level.

2.2 The Concept of Employee Commitment

2.2.1 Employee Commitment

Employee commitment is defined as a mental contract connecting the employee's performance in his duty with his identification and attribution with the organization (Wallace, 2011). Employee commitment is one of the most frequently studied concepts in the industrial organizational psychology and organizational behavior (Mowday, Steers, & Porter, 2000). It represents the other half (with

job satisfaction) of what some experts call overall job attitude (Brockner, Senior, & Welch, 2014). It has been shown by the studies that employee commitment has the potential to predict a variety of organizational outcomes, such as increased job performance, reduced turnover and withdrawal cognitions, lower absenteeism rate, and increased organizational citizenship behavior (Brown, Hillman, & Okun, 2012).

Employee commitment is essential because high degree of commitment result in several favorable organizational outcomes. It manifests the magnitude to which employees identify with an organization and is committed to its goals. Biljana, Dordevic, (2004) stated that the commitment of employees is a significant subject because employee's performance, absenteeism turnover and other behaviors can be predicted by it. Gutierrez, Candela, and Carver (2012) stated that committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly recognized as the chief asset useable in an organization. Allen and Meyer (1991) discussed commitment in their article. Three component model of commitment" and posited that three distinct types of employee commitment exist. These three components are affective commitment, continuance commitment and normative commitment.

Appelbaum (2000), made an assertion that organizational commitment is a multi-dimensional concept that shows an employee's identification with the organization (loyalty), attachment to the organization (intention to stay), and readiness to work effectively for the organization (discretionary effort). Organizations have discovered that investing in employees' training often sends a commitment message to their employees that the organizations place a priority on individual development (McElroy, 2001). Developing employees' skills to enhance performance in their jobs would create a greater level of self-assurance and employees' view that the organization recognizes their presence; hence it establishes employees' long-term commitment in the organization.

According to Macey and Schneider (2008) organizational commitment is a vital aspect of the state of engagement when it is viewed as positive addition to the larger organizational unit and measured as a readiness to put forth energy in support of the organization, to feel pride as an organizational fellow, and also to have individual identification with the firm. Furthermore, committed employees who are highly motivated contribute their time and energy to the pursuit of organizational goals where increasingly acknowledged as the primary asset available to an organization (Gutierrez, Candela, & Carver, 2012). Employee commitment is the emotional bond or attachment between the employees and their organizations. It is the relative strength of an individual's identification with and involvement in a particular organization which can be characterized by three factors: a strong belief in and acceptance of the organization's goals and values which is known as affective commitment, a willingness to exert considerable effort on behalf of the organization, which is widely known as normative commitment and finally a strong desire to maintain membership in the organization, represented as continuance commitment (Stazyk, Pandey, & Wright, 2011).

Employee commitment linked individual characteristics like age, seniority and education with conditional factors like organizational characteristics, climate and job satisfaction (Morrow, 2003). According to Meyer (2002) job satisfaction plays a key role in determine employee commitment. There is a distinction between employee commitment and job satisfaction; employee commitment can be regarded as an employee's emotional responses towards his organization whereby job satisfaction is an employee's responses towards any job. These two variables are considered highly associated. Therefore, it is possible for an employee to be unsatisfied with the job he has in the organization while he has positive feelings towards the organization's values and objectives. Morris and Sherman (2000) indicated that employee commitment is an effective predictor in predicting an employee's performance in workplace and his turnover intention. Meyer, Paunonen, Gellatly, Goffin, and Jackson (2002) also found that employee commitment was a proper indicator of work performance. Thus, it is essential for managers and leaders to pay keen attention to the employee's commitment. Most scholars recognize that employee commitment is loyalty to the organization (Summers, 2016).

2.3 The Concept of Organizational Performance

Organizational performance is the actual productivity of an organization measured against its projected goals and objectives (Upadhaya, Munir, & Blount, 2014). The performance of an organizational is based on the perception that the organization is comprised of valuable resources that include personnel, physical and capital assets that are used to achieve a shared goal. The performance can be measured in terms of productivity and outcome, profit, effectiveness of internal processes and procedures, staff attitudes and organizational responsiveness to the environment (William, 2002). These diverse constituents result in many different interpretations of 'successful or poor performance of organizations.

According to Richard (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholder return. Armstrong (2000) performance is a means of getting better results from the whole organization or teams or individuals within it by understanding and managing performance within an agreed frame work of planned goals, standards and competence requirements. Performance is the accumulated end results of all the organization's work processes and activities (Santos & Brito 2012). It is about how effectively an organization transforms inputs into outputs (Robbins, 2009) and comprises the actual output or results as measured against its intended outputs. Organizational performance is one of the most important constructs in management research Trade (2000). Continuous performance is the objective of any organization because only through this, can organizations grow and progress. Moreover knowing the determinants of organizational performance is important especially in the context of the current economic crises because it enables the identification of those factors that should be treated with an increased interest in order to improve the performance.

Creativity may be encouraged in an individual or group by establishing abilities it allowed. Ejiofor (1987) observed the important and difficult tasks for the control environment is to clarify and rank the objectives of their strategic organizations. Where strategic organizations are expected to pursue both commercial and social goals and to answer too many differently and continuity of work, organizations have a shorter life cycle today because of various changes in the operation of organizations. These organizational constituencies, their performance will suffer unless they are given a clear sense of priorities. Without that, their results cannot be measured against expectations while losses can be too easily attributed to social goals, and poor management thereby concealed. Researchers among themselves have different opinions and definitions of survival, which remains to be a contentious issue among organizational researchers (Barney, 2008).

According to Nikbinet (2010) performance is equivalent to the famous 3Es (economy, efficiency and effectiveness) of a certain program or activity. However, according to Daft (2009), performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Richardo and Wade (2010) defined organizational survival is the ability of the organization to achieve its goals and objectives. The employee performance depends on various factors but the most important factor of employee performance is training and development. Training and Development are important to enhancing the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in skills & competencies because of more on the job experience Fakhar and Anwan (2008), effectiveness of both employees and the organization. The employee performance depends on various factors.

Organizational performance is measured not only limited to economic outcomes governed by financial indicators such as accounting returns, stock market and growth measures, but also non-financial indicators such as customer contentment, personnel satisfaction and social performance (Combs, Crook & Shook, 2005). Therefore, organizational performance is the measure of internal performance results normally linked with more efficient or effective processes and other external measures such as corporate social responsibility that relate to considerations that are broader than economic valuation (Richard, Devinney, Yip, & Johnson, 2009). In general, organizational performance is determined by the organization's capability to respond to threats and opportunities in an effective and efficient manner, with full knowledge of the strengths and weakness at hand. An effective organization is able to successfully use information of its past and current trends as well as knowledge of alternative strategies available to make decisions that will achieve the greatest benefit for the organization (Rabah, 2015).

Conceptual Framework of Study Variables

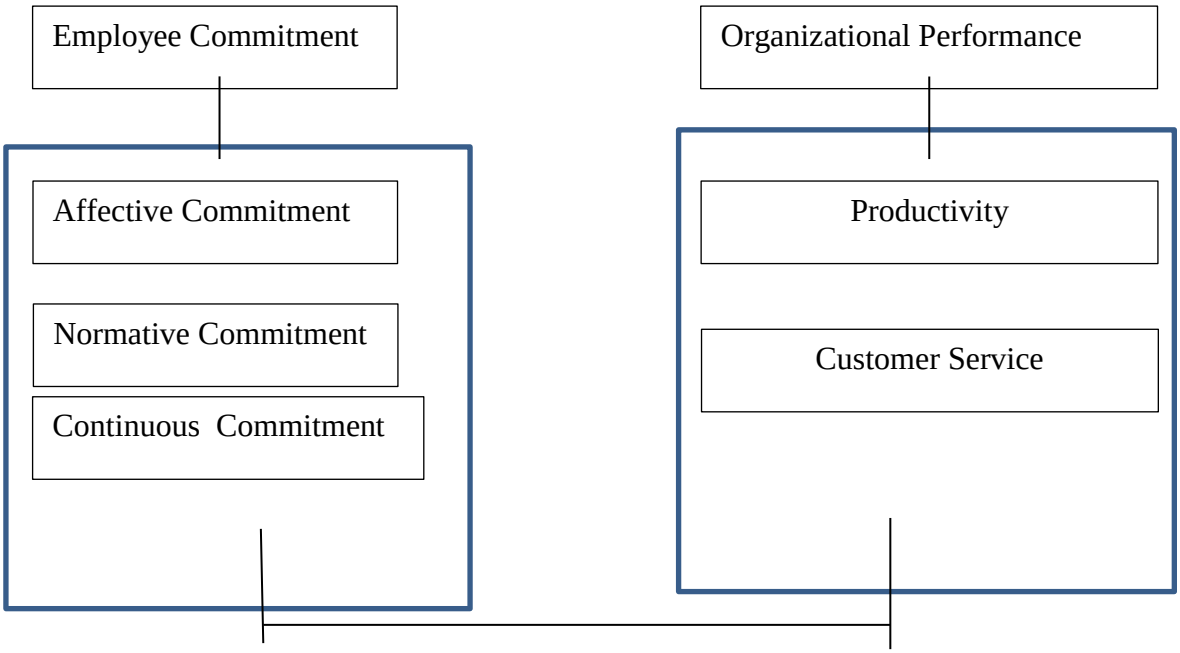

Fig. 1 Conceptual Framework of the Relationship between Employee Commitment and Organizational Performance
Source: Desk Research, 2025

2.4 Empirical Review

Ndai and Makhamara (2020) investigated the effects of employee commitment on the performance of Timaflor Limited Company. Specific objectives were to determine the effect of employees training, employee compensation, employee continuance involvement and working conditions on performance of Timaflor Limited Company. This study adopted descriptive research design. The target

population of the study was 340 employees working at Timaflor Limited Company. The respondents were selected from the Company's four departments. The study used proportionate stratified random sampling to determine the number of staff to participate in the study. Sample size was 103 staff distributed in four departments. The study utilized primary data that was collected by use of questionnaires that was administered to staff. Piloting was done at Kariki flower farm in Naivasha, Nakuru County. The Content Validity Index (CVI) was used to test validity of the research instruments. The research instruments were also tested for reliability by computing the Cronbach Alpha Statistical Tests. Quantitative data collected were analyzed using descriptive statistical techniques which were frequencies, mean, standard deviation. Inferential statistics and Regression Analysis Model were also employed. Data was presented in tables. The findings showed that working conditions, training, and compensation and continuance employee involvement affected organization performance. Findings showed that training, compensation and working conditions have a positive and significant effect on organization performance.

Tamunosiki-Amadi, Sele, and Ernest (2020) examined social intelligence and employee commitment in Bayelsa State Health Sector. The research design adopted for this study is cross sectional survey design. A total 339 questionnaires were distributed out of which 313 were retrieves of which 273 was found useable. The study employed the Taro Yamen's technique to arrive at the sample size of 339 Spearman's Rank Order correlation coefficient was used for the bivariate analysis and partial correlation was used for the multivariate analysis with the aid of SPSS 20.0. The findings revealed a highly significant level of relationship between the dimension (clarity) of Social Intelligence and the measures (affective, continuance and normative commitment) of employee commitment. In conclusion the study found out that social intelligence influences employee commitment and this enhances outcomes such as maintaining high performance standards and achieving high performance goals.

Oyeniyi, Adeyemi, and Olaoye (2017) investigated the influence of organizational commitment on job performance among the employees in Nigerian hospitality industry. Specifically, the study examines the influence of affective commitment, continuance commitment and normative commitment on job performance among the employees in Nigerian Hospitality industry. This study made use of descriptive survey research, while a structured questionnaire and personal interview were used to collect data from seventy five (75) respondents in the selected hotels and restaurants in Osun State, Nigeria. Data were analysed with the aid of Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. Results revealed that affective commitment and continuance commitment have positive but insignificant influence on job performance. Results also indicate that normative commitment has negative but insignificant influence on job performance. The study concludes that that affective commitment and continuance commitment have week influence on job performance while normative commitment has inverse influence on job performance.

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

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

Idris, Ahmad, and Ahmad (2011) studied the effect of emotional intelligence on employee commitment and job satisfaction amongst staff in public and private sectors and represented a high significant correlation between the two main variables. Nikolaou & Tsaousis (2002) also revealed that there was a high significant difference between the individuals with low emotional intelligence and the ones with high emotional intelligence. Jordan, Ashkanasy and Hartel (2002) found that organizational commitment was mediated

by emotional intelligence, therefore high affective commitment was shown by those individuals with higher emotional intelligence while facing stress and instability. Cherniss (2001) stressed that emotional intelligence plays a key role in contributing to organizational effectiveness by enhancing commitment, improving morale, and upgrading health of persons.

Umana, (2019) conducted a study on conflict resolution strategies and how they affect organizational performance. The study employed explanatory design which is based solely on insights drawn from the analysis of the existing literature of different studies, periodicals and books related to the topic of study. The findings revealed that a good management-labour conflict strategy improves decision outcomes and groups productivity. It was equally revealed that effective conflict resolution strategy ensures good communication, time management, good cooperation and organizational performance. It was also shown that conflict resolution strategy helps to better good human relations between management and staff and reduces late coming, absenteeism and poor attitude of an employee towards work.

Hotepo (2010) investigate the effect of organizational conflict on organizational performance. The study employs descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational growth and build cooperation among the employees.

3. Methodology

This study employed the cross-sectional survey research design. The hypothesis testing research design was used with a correlational method of investigation. The population of the study was the forty five (45) employees of the sterling bank branch office in Delta state, Nigeria. The census study was adopted, hence the population was fully studied. Data for the study were collected from primary data through the administration of structured questionnaire which was design into five point likert type scale from a scale of strongly Agree to strongly disagree. The study instrument was pilot tested for validity and reliability. The questionnaire was administered among the staff of the bank branch in Delta State, Nigeria, data were analyzed by the use of the Pearson Product Moment Correlation (PPMC), with the aid of the Statistical package for Social Sciences (SPSS), Version 25.0.

4. Estimation of Results

4.1 Data Presentation

Table 1: Demographic Information of Respondents

Variables	Frequency	Percentage (%)
Questionnaire Distribution		
Questionnaire distributed	45	100
Questionnaire retrieved	42	93.3
Questionnaire not returned	3	6.6
Questionnaire discarded	1	2.2
Number of copies used for analysis	41	91.1
Gender		
Male	23	56.1
Female	18	43.9
Total	41	100
Age of respondents (Years)		
Less than 25	6	14.6
26-39	15	36.6
40-54	11	26.8
56 years and above	9	22.0
Total	41	100
Educational Qualifications		
M.Sc.	11	26.8
HND/B.sc/BA	14	34.1
Diploma and Below	16	39.0
Total	41	100
Working Experience (Years)		
Less than 5	10	24.4

5-10	5	12.2
16-20	11	26.8
21 and above	14	34.1
21 and above	1	2.4
Total	41	100

Source: Research Data, 2025

Table 1**,** revealed the demographics of the respondents from the sterling bank branch in Delta State, Nigeria. The total number of questionnaire distributed was 45 copies, representing 100%, 42 copies (93.3%) were retrieved while 3 copies (6.6%) were not retrieved. Among the retrieved copies 1 (2.2%) was discarded. Gender distribution of respondents revealed that, 23 (56.1%) were male staff while 18 (43.9) were female staff of the bank. We had more of male staff in the bank's branch. Demographics associated with respondents' ages, 6 (14.6%) were less than 25 years. 15 (36.6%) were in the age range of 26-39, 11(26.8%) were in the age range of 40-54. Again, 9 respondents representing 22.0% were 56 years and above. The banking institution is made up of young workforce.

Furthermore, educational dimensions of the staff demographics revealed that, 11 (26.8%) were M.Sc. degree holders, 14 (34.1%) were with the HND/B.Sc. and B.A qualifications. Again, 16 (39.0% were either holders of diploma or qualifications that are less than the diploma. The years of working experience revealed that, 10 (24.4%) have less than 5 years working experience, 5 (12.2%0 have 5-10 years working experience, 11 (26.8%), have 11-15 years hands-on experience. However, 1 (2.4%) has 21 years and above working experiences. Importantly, the workforce in the bank branch have sufficient working experience.

4.2 Data Analysis

4.2.1 Research Hypotheses

The multiple correlation analysis was used to test the six research hypotheses on whether to reject or accept the null hypotheses. Furthermore, regression analysis was applied to establish the strength of the effect between the variables and to test the hypothesized correlation. The hypotheses were tested at 95% level of confidence and a 5% level of significant in order to draw conclusion. If the p-value is <0.05 (5%) reject the null hypothesis and accept alternative hypothesis. If the *P*-value $\geq$ 0.05 (5%) reject the alternate hypothesis and accept the null hypothesis

Scatter Plot Diagram

Scatter Graph was used to analyzed the extent of the correlation between employee commitment and organizational performance

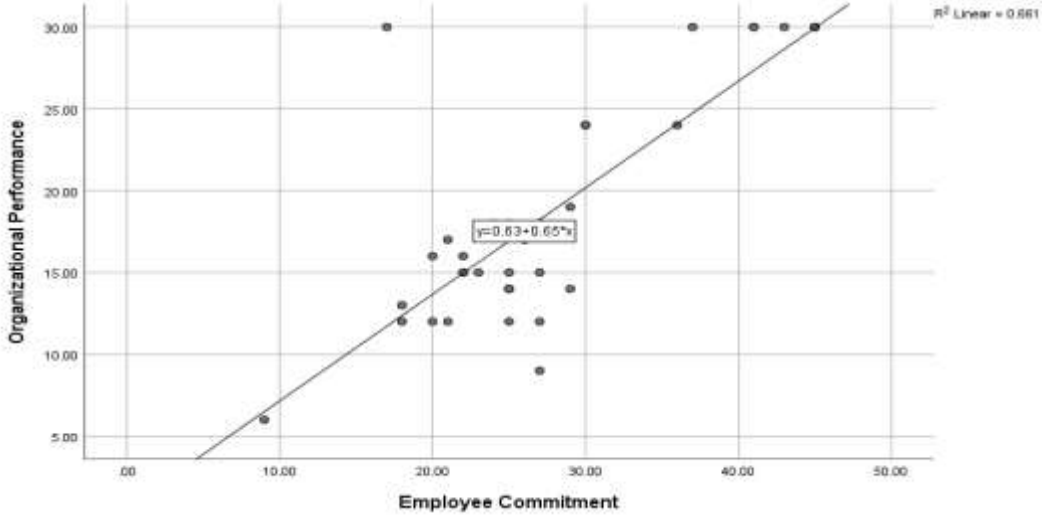

Figure 4.5 Scatter plot diagram of regression line and correlation between employee commitment and organizational performance

The above figure 4.5 showed the linear regression line and extent of the correlation between employee commitment and organizational performance in the bank under study. The result from the analysis showed with an $R^2 = 0.661$. This result showed that employee commitment explained 66.1% of organizational performance. Therefore, the regression line indicates that there is a strong correlation between employee commitment and organizational performance in the banks in Delta State, Nigeria.

Table 11 Model 1: Summary of Employee Commitment on Increased Productivity

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863[a]	.746	.725	1.85092

a. Predictors: (Constant), Affective Commitment, Normative Commitment, Continuance Commitment

b. Dependent Variable: Increase Productivity

Source: SPSS Data Output, 26 (2023)

Model 1 above indicates the regression result with (R-val. 0.863) indicates that combination of all dimensions of employee commitment (normative, continuance, affective commitment) had a very strong impact on the dependent variable (increased productivity).

Also, the coefficient of determination (R^2- 0.746) implies that both dimensions of the independents variables explain 74.6% variation of increased productivity while the remaining 26.4% could be due to the effect of other factors that is not included in the study.

Table 4.12 Showed the Multiple Regression Correlation of Employee Commitment (normative, continuance, affective commitment) and Increased Productivity

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.547	1.021		-.535	.596
	Normative Commitment	.217	.192	.187	1.130	.266
	Continuance Commitment	-.364	.249	-.323	-1.459	.153
	Affective Commitment	1.162	.196	.996	5.936	.000

a. Dependent Variable: Increase Productivity

Source: SPSS Data Output, 23 (2023)

Ho_1: There is no significant relationship between normative commitment and increased productivity in sterling bank in Delta State, Nigeria.

Table 4.12 above showed the correlation coefficients result with (t-statistic = 1.130 < 1.96) and a corresponding probability value (P-v=0.266 > 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, t_{-cal}= 1.130 and (P-v =0.266 > 0.05%) indicates that there is a positive and no significant relationship between normative commitment and increased productivity. Thus, the null hypothesis is hereby accepted and restated that there is no significant relationship between normative commitment and increased productivity in sterling bank in Delta State, Nigeria.

Ho_2: There is no significant relationship between continuance commitment and increased productivity in sterling bank in Delta State, Nigeria.

Table 4.12 above showed the correlation coefficients result with (t-statistic = -1.459 < 1.96) and a corresponding probability value (P-v=0.153 > 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, t_{-cal}= -1.459 and (P-v =0.153 > 0.05%) indicates that there is a negative and no significant relationship between continuance commitment and increased productivity. Thus, the null hypothesis is hereby accepted and restated that there is no significant relationship between continuance commitment and increased productivity in sterling bank in Delta State, Nigeria.

Ho_3: There is no significant relationship between affective commitment and increased productivity in sterling bank in Delta State, Nigeria.

Table 4.12 above showed the correlation coefficients result with (t-statistic = 5.936 > 1.96) and a corresponding probability value (P-v=0.000 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, t_{-cal}= 5.936 and (P-v =0.000 < 0.05%) indicates that there is a positive and significant relationship between affective commitment and increased productivity. Thus, the null hypothesis is hereby rejected and restated that there is a significant relationship between affective commitment and increased productivity in sterling bank in Delta State, Nigeria.

Table 13 Model 2: Summary of Employee Commitment on Increased Customer Service

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895[a]	.801	.785	1.62781

a. Predictors: (Constant), Affective Commitment, Normative Commitment, Continuance Commitment

b. Dependent Variable: Increase Customer Service

Source: SPSS Data Output, 26 (2023)

Model 2 above indicates the regression result with (R-val. 0.895) indicates that the combination of all dimensions of employee commitment (normative, continuance, affective commitment) had a very strong impact on the dependent variable (increased customer service).

Also, the coefficient of determination (R^2- 0.801) implies that both dimensions of the independents variables explain 80.1% variation of increased customer service while the remaining 19.9% could be due to the effect of other factors that is not included in the study.

Table 4.14 Showed the Multiple Regression Correlation of Employee Commitment (normative, continuance, affective commitment) and Increased Customer Service

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-1.051	.898		-1.171	.249
	Normative Commitment	.448	.169	.387	2.646	.012
	Continuance Commitment	-.532	.219	-.475	-2.425	.020
	Affective Commitment	1.154	.172	.994	6.703	.000

a. Dependent Variable: Increase Customer Service

Source: SPSS Data Output, 23 (2023)

Ho_4: There is no significant relationship between normative commitment and increased customer service in sterling bank in Delta State, Nigeria.

Table 4.14 above showed the correlation coefficients result with (t-statistic = 2.646 > 1.96) and a corresponding probability value (P-v=0.012 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, $t\text{-}_{cal}$= 2.646 and (P-v =0.012 < 0.05%) indicates that there is a positive and significant relationship between normative commitment and increased customer service. Thus, the null hypothesis is hereby rejected and restated that there is a significant relationship between normative commitment and increased customer service in sterling bank in Delta State, Nigeria.

Ho_5: There is no significant relationship between continuance commitment and increased customer service in sterling bank in Delta State, Nigeria.

Table 4.14 above showed the correlation coefficients result with (t-statistic = -2.425 > 1.96) and a corresponding probability value (P-v=0.020 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, $t\text{-}_{cal}$= -2.425 and (P-v =0.020 < 0.05%) indicates that there is negative and a significant relationship between continuance commitment and increased customer service. Thus, the null hypothesis is hereby rejected and restated that there is a significant relationship between continuance commitment and increased customer service in sterling bank in Delta State, Nigeria.

Ho_6: There is no significant relationship between affective commitment and increased customer service in sterling bank in Delta State, Nigeria.

Table 4.14 above showed the correlation coefficients result with (t-statistic = 6.703 > 1.96) and a corresponding probability value (P-v=0.000 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, $t\text{-}_{cal}$= 6.703 and (P-v =0.000 < 0.05%) indicates that there is a positive and significant relationship between affective commitment and increased customer service. Thus, the null hypothesis is hereby rejected and restated that there is a significant relationship between affective commitment and increased customer service in sterling bank in Delta State, Nigeria.

5. Discussion of Findings

The findings of the study showed that normative commitment has no significant relationship with increased productivity of sterling bank in Delta State, Nigeria. Similarly the findings further indicate that normative commitment has a statistical positive and a significant relationship with increased customer service in sterling bank in Delta State, Nigeria. The findings corroborate with the conclusion of Oyeniyi, Adeyemi, and Olaoye (2017) revealed that affective commitment and continuance commitment have positive but insignificant influence on job performance. The study concludes that that affective commitment and continuance commitment have week influence on job performance while normative commitment has inverse influence on job performance. Also the findings agreed with the findings of Tamunosiki-Amadi, Sele, and Ernest (2020) findings revealed a highly significant level of relationship between the dimension (clarity) and the measures (affective, continuance and normative commitment) of employee commitment. In conclusion the study found out that social intelligence influences employee commitment and this enhances outcomes such as maintaining high performance standards and achieving high performance goals.

The findings of the study showed that continuance commitment has a negative and no significant relationship with increased productivity of sterling bank in Delta State, Nigeria. Also the findings further indicate that continuance commitment has a negative and significant relationship with increased customer service in sterling bank in Delta State, Nigeria. The findings corroborate with conclusion of Ndai and Makhamara (2020) findings showed that working conditions, training, and compensation and continuance employee involvement affected organization performance. Findings showed that training, compensation and working conditions have a positive and significant effect on organization performance. Bandula and Lakmini (2016) in this study continuance commitment is the most affected element of employee commitment to job performance. Finally, this study can be concluded that employee commitment has significantly impacted on job performance and it has a positive relationship between employee commitment and job performance of the employees.

The findings of the study showed that affective commitment has a positive and significant relationship with increased productivity of sterling bank in Delta State, Nigeria. Similarly the findings further indicates that affective commitment showed a positive and significant relationship with increased customer service in sterling bank in Delta State, Nigeria. The findings demonstrated to the study of Igbaekemen and Idowu (2014) showed that organizational commitment to employee has significant impact on performance. That employee commitment to their organization is significant to the organization productivity. Organizational motivational measure will have significant effect on employee productivity, because it will boost employee morale. The findings collaborate with the conclusions of previews work is that the challenge of productivity is associated with the requirement of long-term sustainability, coupled with flexibility to cope with the speed of change (Biermann, 2007).

6. Conclusion

The study examines the relationship between employee commitment and the measures of organizational performance (increased customer services and increased productivity) of sterling bank in Delta State. From the analysis it was found that affective commitment, continuance commitment and normative commitment had a positive and negative significant influence on organizational performance. Therefore, the study concludes that:

i. Normative commitment has no significant relationship with increased productivity of sterling bank in Delta State, Nigeria.
ii. Normative commitment has a positive and significant relationship with increased customer service in sterling bank in Delta State, Nigeria.
iii. Continuance commitment has a negative and no significant relationship with increased productivity of sterling bank in Delta State, Nigeria.
iv. Continuance commitment has a negative and significant relationship with increased customer service of sterling bank in Delta State, Nigeria.
v. Affective commitment has a positive and significant relationship with increased productivity of sterling bank in Delta State, Nigeria.
vi. Affective commitment has a positive and significant relationship with increased customer service in sterling bank in Delta State, Nigeria.

7. Recommendations

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

i. It recommends that management of sterling bank should prioritize and have their concentration more on those factors that will increase the employees affective commitment levels so as to maintain a improve customer service in the market and the banking industry.
ii. It recommends that management of sterling bank need to consider the staff and their job assignment to knowledge accessibility in other to improve organizational performance through training programmes for all employees in order to improve continuance commitment and understanding.
iii. It recommends that management of sterling bank should closely monitored factors contributes to loss of morale amongst employees and carefully addressed constantly to allow a minimum level of comfort and normative commitment from the employees.

8. Suggestion for Further Studies

This study was limited to sterling banks operating in Delta State, Nigeria. It was not extended to other industries in Nigeria or other deposit money Banks in Delta State. Therefore, further researchers should replicated this study in other States of Nigeria, industries and sectors of other nations to determine if results are similar, or different results will be achieved.

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