

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

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Abstract: This study investigated the relationship between employee affective commitment and organizational performance of sterling bank in Delta State, Nigeria. The research employed an explanatory research design. The study population was the forty five staff of sterling bank branch in Delta state, Nigeria. The study employed a census study, hence the entire population was fully studied. Questionnaire was the instrument used to collect primary data from the staff of the bank. Forty five copies were distributed to the respondents but only forty one copies were used for the study after coding, editing/ data cleansing. The study instrument was pilot tested for validity and reliability. The generated data from the field were analyzed with the Pearson Product Moment Correlation (P.P.M.C) with the aid of the statistical package for social sciences (SPSS), version 25.0. The findings of the study revealed that employees affective commitment positively and significantly correlates with the measures of organizational performance; productivity and customer service. The study concludes that, employee affective commitment significantly improve organizational performance. We therefore recommend that, the bank's management should create an eco-system where cordial relationships, value for human capital and workers welfare are given adequate attention in the workplace. This will bring about employee involvement, job productivity and organizational performance.

Key words: Employee, Affective commitment, Organizational Performance, Sterling bank, Delta State, Nigeria.

1. Introduction

Corporate performance is dependent on endogenous and exogenous variables which management of the corporations must effectively and efficiently manage (Ugoo, 2004). These endogenous and exogenous variable, which are factors within and outside the work organization influence the continuous performance of the organization. Therefore, resources of the firm should be optionally integrated and adapted to the business environment for the success of the firm and it's stakeholders (Kohli, 2013). Thus, top echelon management of the firm should bring together human capital, raw materials, finance, methods of production and operations, information resources for the transformation of input resources to the output of products and services (Rulangaranga, Ntayi & Muhwezi, 2013). Hence, personnel or human resource is very critical to all other workplace resources of the firm and should be effectively managed at work.

Nigeria has several banks operating in the financial services industry as their major function is to drive financial intermediation by moving funds for business and investment from the surplus economic units to the deficit sectors for the production of goods and services (Griffin, 2003). Thus, sterling bank is not an exception in the performance of this financial intermediation role. Again, it ensures the growth and development of entrepreneurs, businesses which are small, medium and large, including public sector institutions (Griffin, 2003). The performance of the banking institution helps in driving economic growth and development by supporting business and also ensuring the maximization of shareholders' wealth or value.

Enterprise or organizational performance is the trading recorded by organizations over a period of time. The business outcomes may be success or failure of the firm's economic activities (Neupane, 214). Hence, the actual performance of the firm is compared to the predetermined goals and objectives of the work organizations. Pertinent to note that, organizational performance is measured qualitatively and in quantitative terms. The organization's performance measurement variables are; customer satisfaction, employee retention, new market survey, business expansion, sales growth, market share, profit growth, return on investment and shareholders value maximization (Richard, 2009; Santos & Brito, 2012). Hence, organizational performance is largely driven by employee affective commitment which is the human element artificial to the success of the workplace.

Employee affective commitment construct is the extent to which the individual employee associate with the workplace in terms of identification, involvement and emotional attachment with the organization (Mowday, 2002). Hence, it is the emotional attachment or identification that the employee has with the workplace. Studies have been conducted on the relationship between employee commitment and organizational performance in different context. However, studies investigated the correlation between

employee affective commitment and organizational performance in a context specific of sterling bank in Delta State, Nigeria was neglected by previous studies. This study aim to fill this gap, therefore, the general objective of this study is to investigate the relationship between employee affective commitment and organizational performance of sterling bank in Delta State, Nigeria.

2. Literature Review

2.1 Conceptual Clarification

2.1.1 The Concept of Employee Affective Commitment

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to. According to Mowday (2002), the antecedents of affective commitment generally fall into four categories: personal characteristics, structural characteristics (organizational), job-related characteristics and work experiences. Individuals, by building up emotional affinity toward a firm tend to connect themselves with the objectives of the firm and support the firm in achieving these objectives (Allen & Meyer, 1990). When the employees' personal values are uniform with the organizations values, then the employees can identify with the organization, and this will enable the individuals to assimilate the values and goals of the organization. Affective commitment has been tied to a wide range of positive upshots relative to absenteeism, turnover, organizational behavior and job performance (Meyer & Herscovitch, 2001). Organizations can obtain positive results through affective commitment through reduced absenteeism, reduced turnover, better organizational behavior and organizational effectiveness.

Although various research studies have been conducted to link demographic characteristics such as age, tenure, gender and education to commitment, the relations were neither strong nor consistent, the reason being too many variables such as job status, work rewards and work values moderating the relationship. Relatively few studies have examined the relationship. However, research has proved that effective commitment is related to decentralization of decision making and formalization of policy and procedure. In contrast to personal and organizational characteristics, an amount of research has been conducted into the relationship between work experience variables and affective commitment. Work experience variables that have been found to correlate with affective commitment include equity in reward distribution, role clarity and freedom from conflict, supervisors' consideration, and fairness of performance-based reward and job challenge. Research to date suggests that work experiences play the largest role in employees' decision to remain with an organization.

Employees who is committed affectively, firmly embraces the objectives of the firm and tends to remain with the firm (Kanter, 2001). It is the employees' emotional attachment to, identification with the firm and participation in the firm based on positive feelings or emotions towards the firm. The antecedents for affective commitment comprise of perceived job features (task identity, task significance, task autonomy, managerial response and skill variety), administrative reliability (the degree to which an individual trust the organization that they can take care of their welfares), and supposed involved management (the degree to which employees feel they have a voice in decision making in the workplace and other issues that concerns them).

2.1.2 The Concept of Organizational Performance

Enterprise or organizational is the trading success or failure recorded by companies in their business operations over a period of time. It is the production and productivity of the firm which is measured against the company's business objectives (Upadhaya, Munir & Blount, 2004). Thus, organizational performance is a scenario where actual workplace performance are measured against the business goals of the work organization. What largely drives company's performance at work are human capital, raw materials, finance, methods and valuables or perfect information (Williams, 2002). It is pertinent for organizations to evaluate the success or failures of these variables by comparing them with the company's objectives set for each of these indicators or variables.

According to Richard (2009), corporate performance covers three areas; in an organization; financial performance, market performance and shareholders' wealth maximization. Again, Armstrong (2002), defined organizational performance as achieving perfect or good results from team members and the whole organization. By comprehending the human factor at work and managing same, including other company's assets, the top echelon management can achieve superior performance in the industry. According to Santos & Brito (2012), organizational performance is the end results or outcome of accumulated business activities leading to corporate failure or success. Next, we illustrate the conceptual model of this study.

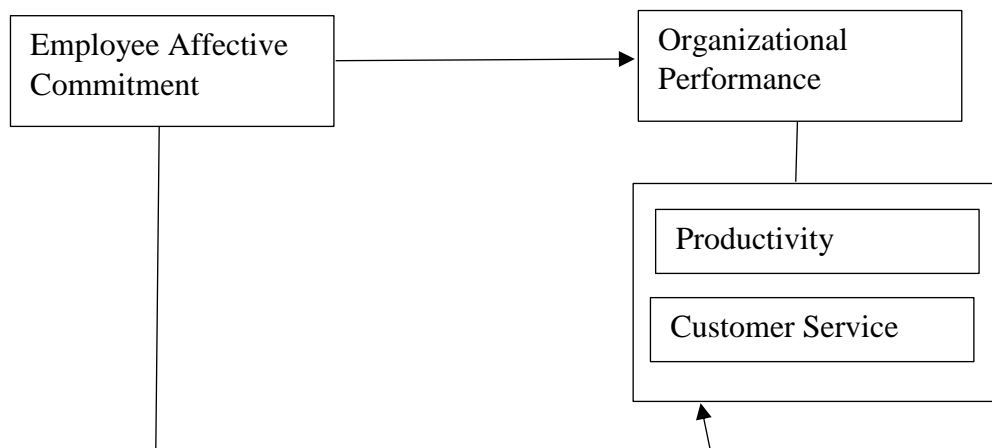
Study Conceptual Model

Fig 1: Conceptual Framework of the Relationship Between Employee Affective Commitment and Organizational Performance.

Source: Researcher's Conceptualization from review of literature, 2025

2.2 Empirical Review

This study investigated the relationship between employee affective commitment and organizational performance in a context specific of sterling bank in Delta State, Nigeria. Effective commitment and emotional connection employees have with the work organization enhance workplace performance. This position is supported with empirical works. Olaoye (2017), studied the relationship between affective commitment and organizational productivity in the context of hospitality industry. The study employed descriptive research design and the findings revealed that, affective commitment significantly improve organizational performance. This is also consistent with the empirical study of Ndai and Makhamara (2020), the authors evaluated the effect of affective commitment on organizational performance in the text of Timafloor company limited. The regression model was employed and the findings indicates that, affective commitment significantly influence organizational performance of Timafloor Company Limited.

Affective commitment of employees in a work organization brings about success. The foregoing is validated with empirical studies. Bandula and Lakmini (2016), examined the nexus between employees' affective commitment and job productivity of leasing firms in Sri-Lanka.

Moreso, employee affective commitment at work enhance workplace productivity. This foregoing is highly supported with Igbaekemen and Idowu (2014), the authors studied the impact of employees' affective commitment on workplace productivity of Nigerian Brewery plc. The study made use of chi-square statistic and the findings revealed that, employees' affective commitment positively and significantly impact workplace productivity in a context specific of Nigeria Brewery Plc. Thus, implementing affective commitment in sterling bank will bring about the performance of such bank.

3. Methodology

This research study adopted a quantitative research method. The cross-sectional survey design was employed with an explanatory research design type. The population of the study was the 45 staff of the sterling bank branch in Delta State, Nigeria. A census study was employed, therefore the entire population was fully studied. Data collection was made via primary data source where the questionnaire of five point likert type scale was administered to the employees of the bank. The research instrument was subject to pilot study and the SPSS confirmatory factor analysis and the Chrombach alpha reliability coefficient were used to test validity and reliability of the instrument respectively. Data for this study were analyzed with the Pearson Product Moment Correlation (PPMC), with the support of the statistical Package for Social Sciences (SPSS), version 25.0.

4. Estimation of Results

4.1 Univariate Analysis

Table 1. Demographic Information of Staff

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, shows the demographics of staff of sterling bank branch in Delta State, Nigeria. The questionnaire distributed was forty five (45) copies, while 42 copies representing 93.3% of the total number of questionnaire distributed were retrieved, from the 42 copies that were retrieved only 41 copies, representing 91.1% were used for the study's analysis. Gender demographic revealed that, 23 staff, representing 56.1% were male staff while 18 employees representing 43.9% were female staff. The age distribution indicates that, 6 staff, representing 14.6% were below 25 years of age. 15 employees, representing 36.6% were in the age range of 26-39 years. 11 staff members, representing 26.8% were in the age range of 40-50 years. Nine (9) employees, representing 22.0 were within 56 years and above.

Employees educational status shows; 11 staff representing 26.8 were master's degree holders, 14 employees, representing 34.1% were holders of HND and first degrees of different disciplines. Again, 16 staff representing 39.0% were holders of diploma certificates and below. The working experience of staff revealed that, 10 employees representing 24.4% have less than 5 years working experience. 5 employees representing 12.2% have 5-10 years hand-on experience. 11 respondents, representing 26.8% have 11-15 years working experience. 14 employees, representing 34.1% have 16-20 years working experience. Importantly, 1 employee, representing 2.4% has 21 years and above hands-on experience on the job. Generally, employees of sterling bank branch in Delta State, have considerable number of years of experience.

4.2 Bivariate Analysis

4.2.1 Test of Hypothesis 1

H₀₁: There is no significant relationship between employee affective commitment and productivity of sterling bank in Delta State, Nigeria.

H_{A1}: There is significant relationship between employee affective commitment and productivity of sterling bank in Delta State, Nigeria.

Table 2: Correlation between employee affective commitment and productivity

		Employee affective commitment	Productivity
Employee affective commitment	Pearson Corr.	1	0.801
	Sig (2 failed)		
	N	4	
Productivity	Pearson corr.	0.801	1
	Sig (2 failed)	0.031	
	N	41	41

Source; SPSS Output, Version 25.0 (20250)

From table 2, the model shows the correlation coefficient of 0.801 and the probability value of 0.031 which is below 0.05 critical value. We have positive and significant relationship between employee affective commitment and productivity in the context of sterling bank in Delta State, Nigeria.

4.2.2: Test of Hypothesis

H₀₂: There is no significant relationship between affective commitment and customer service of sterling bank in Delta state, Nigeria.

H_{A2}: There is significant relationship between employee affective commitment and customer service of sterling bank in Delta State, Nigeria.

Table 3: Correlation Between Employee Affective Commitment and customer service

		Employee affective commitment	Productivity
Employee affective commitment	Pearson Corr.	1	0.731
	Sig (2 failed)		
	N	41	
Customer Service	Pearson corr.	0.731	1
	Sig (2 failed)	0.024	
	N	41	41

Source: SPSS Output, Version 25.0 (2025)

The model in table 2, revealed that, the correlation coefficient is 0.731 and the probability value is 0.024 which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis. Thus, there is positive and significant relationship between employee affective commitment and customer service of sterling bank in Delta State, Nigeria.

5. Discussion of Findings

This study investigated the relationship between employee affective commitment and organizational performance in the context of sterling bank in Delta State, Nigeria. Our research results revealed positive and significant relationships between employee affective commitment and the measures of organizational performance; productivity and customer service. These findings are strongly supported with empirical studies. Olaoye (2017), evaluated the nexus between affective commitment and organizational productivity in a context specific of hospitality firms in Nigeria. The findings revealed positive and significant relationship between affective commitment and organizational.

Furthermore, our research findings are also consistent with Ndai and Makhamara (2020), the scholars evaluated the effect of affective commitment on organizational performance in a context specific of Timafloor Company Limited. The authors employed the regression and the findings revealed that affective commitment has positive and significant effect on organizational performance in the context of Timafloor Company Limited. This is also supported with Lakmini (2016), author examined the relationship between employees' affective commitment and job productivity in the context of leasing work organizations in Sri-lanka. With the aid of quantitative research method, it was revealed that, employee affective commitment has positive and significant relationship and job productivity of leasing firms in Sri-Lanka. Again, our empirical findings are also corroborated with Igbaekemen and Idowu (2014), the authors evaluated the nexus between employees' affective commitment and workplace productivity. Findings revealed a significant causal relationship between employee affective commitment and workplace in the context of Nigerian Brewery Plc.

6. Conclusion

This study investigated the relationship between employee affective commitment and organizational performance of sterling bank in Delta State Nigeria. The result of our study indicates positive and significant relationship between employee affective commitment and the measure of organizational performance; productivity and customer services. From these empirical results we conclude that, employee affective commitment of staff significantly improves organizational performance of sterling bank.

7. Recommendations

The following recommendations were made;

- i. The management of sterling bank should maintain good cordial relationships with employees. This will influence staff emotions positively, enhance employee involvement and bring about worker productivity.
- ii. The bank's management should attach greater value to its human capital asset. This will create sense of organizational citizenship, enhance productivity and significantly improve organizational performance.
- iii. Top echelon management of the bank should make workers welfare top priority at work. This will drive motivated workforce, enhance job productivity and improve organizational performance.

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