

IMPACT OF EMPLOYEE COMMITMENT ON ORGANIZATIONAL PERFORMANCE (A CASE STUDY OF SELECTED FAST FOOD IN UMUAHIA)

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ABSTRACT

This study examined the impact of employee commitment on organizational performance of selected fast food in Umuahia. The researcher adopted the survey research design which suits the research due its descriptive nature. Both primary and secondary source of data were utilized in gathering the information relevant for this work. A total number of eighty-eight (88) questionnaire were issued out by the researcher to the staff of selected fast foods in Umuahia. Test-Retest reliability was used and computed through Statistical Package for Social Science (SPSS) version 20.0. This research work made use of descriptive statistics and inferential statistics, descriptive statistics used included table, frequency, percentages, mean, etc. while the inferential statistics that was used was simple regression. The result of the regression analysis. The coefficient of employee commitments was positive and significant at 1%. The p-values of employee commitments was 0.0064 and 0.0000 was less than the t-statistic value of 2.799 and 9.084 and the standard error value of 0.0785 and 0.0782 was less than the t-statistic value respectively. The adjusted R² 0.67 or 67% which revealed that the variables in the equation jointly explained 67% of the variations in the equation while the remaining 33% is explained by other variables not included in the equation. In other words, the R-square value of 67% expresses the percentage effect of employee commitment on the organizational profitability therefore rejected the null hypothesis because there was a significant effect on employee commitment on organizational profitability. The findings indicated that (i) there was a significant relationship between employee commitments and organizational profitability. This finding was sequel to the analysis done in table 3.4 were The p-values of managerial skills was 0.0064 and 0.0000 was less than the t-statistic value of 2.799 and 9.084 and the standard error value of 0.0785 and 0.0782 was less than the t-statistic value respectively. The adjusted R² 0.67 or 67% which revealed that the variables in the equation jointly explained 67% of the variations in the equation. (ii) There was a significant relationship between employee commitments and organizational growth. This finding was sequel to the result of the above 3.10g analysis revealed that the calculated t-value of 20.995 was greater than the table value (-3.169), therefore, the null (H₀) hypothesis was rejected, while the alternatives hypothesis (H₁) accepted. There was a significant relationship between employee commitments and organizational growth.

Keyword: *Employees' Commitment, Organizational Effectiveness, Sustained Productivity.*

INTRODUCTION

Background of the Study

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the

organization. Zheng, (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Human resources as one of those resources of an organization that does not only enlarge the efficiency of the organization, and also act as a pure source of competitive advantage. Keeping in mind the success of organization is based on the employed commitment and its focus toward the achievement of the main goals of the organization. Thus it was found that the low commitment is conducting to high exchange rate more, while higher level of satisfaction in the work through the job security enhance high level of organizational performance (Raja, Muhammad, Ayeha and Awais, 2015). Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. The study of employee commitment is important because; a Lo (2009) noted that employees with sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life; (b). Workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained; (c). Employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs; (d). In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure (Akintayo, 2010).

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, 2010). As such, it is important for employers and managers alike to know how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment (Ali, 2010). As such, it is important for employers and managers alike to know how to get the best of their workers. Employee commitment has become one of the most popular work attitudes studied by practitioners and researchers. Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organization depends on committed employees to create and maintain competitive advantage and achieve superior performance. (Hunjra, 2010). Commitment 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. They provide the intellectual capital that, for many

organizations, has become their most critical asset. Furthermore, employees who share a commitment to the organization and their collective well-being are more suitable to generate the social capital that facilitates organizational learning (Hunjra, 2010). Accordingly, at the organization level, the essence of any manpower programme is to enhance the welfare of workers by maximizing their skills as well as their quality and quality of their employment opportunity and by so doing add to their economic strength Armstrong (2012). Thus all employee programme are aimed at human resource development and utilization bearing in mind that a well-motivated and satisfied employee is an asset to an organization, which enhances effectiveness. It has been established in a real sense that three important elements which are money, man and material make up any business enterprises. While each of these elements are particularly important in any organization, it is however the people or the human element that is often responsible for the success of an organization (Armstrong, 2012) It is not uncommon to experience a situation where competing firms buy materials in the same market, secure their money from the same sources and employ their personnel in the same area, yet one company emerges as being more productive and profitable than the other.

A study of such circumstances more often than not reveals that the difference in the performance is due to the fact that one company has a more "satisfied" work force, hence more productive. With this illustration, it has been deduced that employees determine the success of enterprises. Bassanini & Scarpetta, (2002) Some selected firms in Umuahia have established staff conditions of work which includes: employment, training and development, transfer, promotion and lay off, wage and salary administration, health and safety, discipline and discharge, industrial and labour relations, employee benefits and services, and personnel and behavioural research. The above staff conditions of service, which is the hub of personnel management differs from firm to firm which could either motivate or demoralize her employees and eventually determines industrial peace, industrial expansion and the general wellbeing of the staff and organizational effectiveness. Bragg (2012). It is based on the foregoing that this study dwelt on the Impact of Employee Commitment on Organizational Effectiveness with focus on selected fast food in Umuahia, Abia State.

STATEMENT OF THE PROBLEM

Nigeria, like many other countries of the developing world became vigorously involved in accelerating the wheels of economic and industrial development of her economy. She became actively involved in the establishment of public enterprise and government businesses covering a large complex spectrum of public utility, infrastructure facilities, strategic enterprises, industries and commerce. This gave rise to industrialization, diversification and establishment of different firms to

contribute to socio-economic development of the country. However, some states in the country like Abia State and few others have not been able to key into this due to her failure to establish industries. On the other hand, the few firms in Umuahia have done little or nothing in motivation of her employees which determines their level of commitment to the development and achievement of the organizational goals. Management influences and determines the performance of employees. But many managers in some selected fast foods in Umuahia are either lacking in the elementary principles of organizational behaviour or are not given the free hand to run their firms. They do not know how to identify employees' goals and link rewards to motivate employees. It has been observed that an employee in selected fast food in Umuahia possesses all the work related attributes which are factors necessary for productivity. The only thing lacking is the supervisory/managerial abilities to harness these talents.

OBJECTIVES OF THE STUDY

The major objective of this study is to examine the impact of employee commitment on organizational performance of selected fast food in Umuahia. However, other specific objectives are to;

- i. Investigate the impact of employee commitment on organizational profitability of selected fast food in Umuahia.
- ii. Examine the relationship between structural commitment and organizational growth of selected fast food in Umuahia.
- iii. Evaluate the effect of affiliative commitment on organizational productivity of selected fast food in Umuahia.
- iv. Examine extent to which associative commitment affect organizational effectiveness of selected fast food in Umuahia

RESEARCH QUESTIONS

- i. How can employee commitment impact on organizational profitability of selected fast food in Umuahia?
- ii. What is the relationship between structural commitment and organizational growth of selected fast food in Umuahia?
- iii. How does affiliative commitment affect organizational productivity of selected fast food in Umuahia?
- iv. What extent does associative commitment affect organizational effectiveness of selected fast food in Umuahia?

RESEARCH HYPOTHESIS

The following hypotheses were formulated in their null form for the study.

H₀: There is no significant relationship between employee commitment and organizational profitability of selected fast food in Umuahia.

Ho₂: There is no significant relationship between structural commitment and organizational growth of selected fast food in Umuahia.

Ho₃: There is no significant relationship between affiliative commitment and organizational productivity of selected fast food in Umuahia.

Ho₄: There is no significant relationship between associative commitment and organizational effectiveness of selected fast food in Umuahia.

REVIEW OF RELATED LITERATURE

Conceptual Framework

According to Bratton and Gold (2010) employee commitment is relative to the workers' attachment to or participation in the organizations in which they employed. Employee commitment is significant since it determines whether employees are likely to leave their jobs or improve performance. Numerous studies have related to employee commitment. Mowday, Steers, and Porter (2011) emphasized concepts they referred to as attitudinal commitment and behavioral commitment. Another concept introduced by Meyer and Allen (2009) is the most recognized among employee commitment theories. In this approach, employee commitment has three multi-dimensional components namely: affective commitment, continuance commitment, and normative commitment. Affective commitment, which relates to emotional attachment, is normally linked to a favorable working environment and relationships with the other employees. Normative commitment, on the other hand, is related to obligation: employees may feel they owe the organization for being given a job when they need it most. Finally, continuance commitment relates to such terms of employment as job contracts, which may make leaving the current job very costly or troublesome (Mullins, 2008). Work performance and turnover owing to organizational environment have become a major headache to many heads of organizations in general, and human resource managers in particular (Freund and Carmeli, 2011). This problem is mostly attributable to lack of stability and job security for employees, who constitute one of the most important resources in the organization. Many organizations have begun to foster workers' commitment to their work/occupation/career; to the organization, its values, and ambitions; and to a strong job ethic.

Employee Commitment

The employee will be as considered when he will remain with the organization for long time period and desires to live in the same organization. Over the years, tremendous researches have been conducted to support that statement. At the end it was concluded that committed employees stay in the organization for long time period in contrast of those who are relatively less committed with the organization. Richard Steers (2010) found that more committed employees wish to terminate from the organization at minimum level. There will be higher

intention of these employees, who are committed to their organization, to remain in the organization and they work hard in performing their tasks that will increase their positive attitude towards the organization and that thing will ultimately increase the productivity of the organization. This thing will result in higher organizational performance. Steers, (2009) found that employee commitment is directly related with the company turnover. Also, Jeffrey Arthur (2010) concluded that organizational performance will be enhanced by higher level of employee commitment. Arthur also found productivity of the organization ultimately increased with the help of organizational commitment. Green, Felsted, Mayhew, and Pack (2010) had found that employee commitment decrease the probability of employees' tendency of leaving the job. Patrick Owens (2006) also found in his studies that committed employees lead to higher organizational performance and very low level of employee shift from the organization. Effective organizational commitment is always a result of the core behavior of the major employees along with their behavioral factors like turnover intention (Addae et al., 2006).

Organizational Performance

Richard et al. (2009) defines organizational performance can be measured through three basic outcomes which are financial performance, product market performance and return to the shareholders. As Schneider, Hanges, Smith, and Salvaggio (2003) had found that micro-orientation on way to job attitude and performance relationship is somewhat puzzling, the interest of the employee attitudes had much of its motivation in the 1960s when organizational scientists such as Argyris (2014), Likert (2011), purposed that the organizational performance is a result of the employee experience and commitment. Integrity has been explained as the best of the human state, the better the humans are committed to their tasks will lead to their better performance that results in batter results (Comte-Sponville, 2001).

Models of Employee Commitment

The soaring rate of rotation typical of the modern organizational environment has called for addressing the challenges and complications resulting from the turnover rate. To address the impasse related to this objective, organizational efforts have progressed in two directions. At the micro level, human resource managers look at worker commitment to a specific occupation and focus on modifying the human resource structure to accommodate employee needs and achieve the operational goals. Achieving a balance between organizational goals and workers' needs requires both a kind of psychological contract and a sound view of the dynamic between trade and stability. In spite of the great significance attributed to the relationship between work positions and work results, only a few studies have explored the link between multiple commitments and work results. Most of these

studies deal with solitary variables—for instance, organizational commitment or satisfaction and its relation to the quality of service (Bayazit and Mannix, 2005). Morrow 2011 developed an early model based on the idea of multiple commitments and the relationships between them. Morrow's model covered the five commitments that influence organizational outcomes and arranged them in a logical order.

According to Morrow, different forms of commitments have reciprocal influences, which result in a circular structure based on the affirmative work ethic as linked to occupational commitment and continuance commitment. Job attitude is related to effective commitment and continuance commitment. As a result, continuance commitment is connected to affective commitment, and both affect job involvement to complete the circle (Bayazit and Mannix, 2010). According to Morrow's model, job involvement is influenced mostly by continuance commitment and affective commitment. Job involvement will be influenced by continuance commitment on the assumption that a satisfactory relationship with the organization will persuade the employees to invest more in their jobs (Brotherton, 2009). Affective commitment assumes that employee identification with organizational objectives and values will foster greater investment in the job and will therefore increase employees' involvement. Job involvement, in turn, is dominated by an affirmative work ethic, which is a long-term and comparatively steady characteristic. Affective, continuance, and occupational commitments, in contrast, are unstable and can change comparatively faster. An affirmative work ethic tends to result in job involvement that, in turn, fosters a high commitment to work, which increases a person's job commitment (Brotherton, 2011). Hence, in Morrow's model, job involvement is straightforwardly connected to organizational results (Bateman and Strasser, 2009).

Cohen 2001 introduced another system of reciprocal influence between the five different forms of commitment. Cohen also used an affirmative work ethic as the basic variable in his model; thus, it becomes the only variable that can hardly be changed in Cohen's model (Conway and Briner, 2006). An affirmative work ethic is the fundamental influence on other forms of commitment for any employee, yet it has no straightforward relation to the organizational outcome or commitment simply because it takes a very long time to change this variable. Therefore, in this model, an affirmative work ethic can influence only job involvement and no other variables. Cohen introduced a completely different context regarding the relationships among the different forms of commitment (De Vaus, 2000), although the model uses the same five fundamental commitments described by Morrow 2001. According to Cohen's model, job involvement will influence occupational, affective, and continuance commitments. However, unlike Morrow's model, occupational commitment also influences continuance

commitment and affective commitment (De Vaus, 2012). These two forms of commitments are the most subjective and are the most likely to change.

Work Values and Commitment

There has been a growing interest in the study of human values and work values over the recent years. Most of these studies have emphasized typology and quantification of values over dynamic priorities for instance, stability and change, and the relationships among values and attitudes, objectives, and character (Redman and Wilkinson, 2015). Some authors have tried to distinguish values from attitudes, whereas others have tried to relate them. According to Elizur *et al.* (2013), work values are defined as a conglomeration of attitudes and opinions with which employees can assess their jobs and work surroundings. Hertberg, Mausner, and Snyderman (2015) regarded work values as representing motivational aspects. On the other hand, Bratton and Gold (2014) considered that work values represent an affirmative work ethic. A number of studies have regarded values and work values in particular as a significant variable in describing organizational commitment (Conway and Briner, 2001). According to Feinstein and Vondrasek 2007, commitment is an expression of one's own self, mirroring standard values that are fundamental to one's existence as a person. Elizur *et al.* (2009, however, established a restrained relationship between work values and employee commitment. Miller *et al.* 2010 studied the relationship between the work values and organizational commitment of workers in the tourism industry. They established that the Relationship between Employee Commitment and Job Attitude and Its Effect on Service Quality in the Tourism Industry 2011, intrinsic work values were closely more related to organizational commitment in comparison to extrinsic work values.

Work Commitment among Employees

In contemporary society, the employment relationship has remarkably changed. Workers' job status has now developed into two types: standard work status (permanent or full-time) and non-standard work status (temporary, contractual, or part-time). Most organizations have turned to non-standard work status to provide a high level of scheduling flexibility, meet unexpected demand more efficiently, and cut down on the cost of wages and salaries. In addition, the number of part-time employees is the highest in the service industry (Conway and Briner, 2012). In spite of the growing significance of this category of workers in different sectors of the economy, comparatively little research has been done on part-time employment. Part-time employees are known to differ in numbers from full-time workers, but the degree to which their work attitudes differ is less apparent (Krausz, Sagie and Bidermann, 2011). Many studies on part-time and full-time employees have concentrated on the differences in the attitudes and behaviors of these two categories of workers. However, a number of studies have

touched on work status, work commitment, and job satisfaction. Other studies have even considered further relationships—for example, work status and organizational environment. Studies evaluating job satisfaction across full-time and part-time workers exhibit contradictory results. Studies have found that part-time as compared to full-time workers are more, less, and equally satisfied with their work (Michel, 2011). Correspondingly, contradictory results have also emerged from comparing the commitment levels of the two sets of employees. These studies have also found that, compared to full-time workers, part-time workers are more, less, and equally committed to their work (Martin and Hafer, 2011). Re-searchers who have attempted to explain these disparities have usually applied the theories of partial inclusion and frame of reference (Krausz *et al.*, 2011).

Using the theory of partial inclusion, some researchers argue that part-time workers are partially included because they spend fewer hours in the workplace and are more involved in organizational operations than are full-time workers (Conway and Briner, 2012). According to frame theory, part-time workers are believed to have frames of reference that differ from those of full-time employees, given that the groups and aspects of work environment chosen for analyzing the two job categories always differ. For instance, some studies have found that flexibility of working hours is more important to part-time employees than to full-time workers. The two theories have also been used paradoxically in many ways to explain the difference between the two types of work status. For example, researchers have used the feeling of inclusivity to explain higher levels of job satisfaction. In actuality, the partial inclusion and frame of reference theories can be manipulated to describe any empirical results since they are normally used to post rationalize results (Conway and Briner, 2012). However, none of these theories has been tried experimentally, and because they are scantily described, it is not apparent how they may be put into practice. Psychological contract theory has also been used as a descriptive framework for the employment relationship and for explaining workers' attitudes and behaviors (Sinclair *et al.*, 2009). This theory has been used in many ways to describe employment relationship, but the main construct shows organizational results to be achieved through psychological contract achievement or contravention. A positive correlation has been found between psychological contract realization and job satisfaction, organizational commitment, and performance. It has also found to be negatively correlated to an intention to quit the organization. Therefore, psychological contract theory is a very reasonable approach to understanding the attitudes and behaviors of workers in different types of employment, including contingency employment (Sinclair *et al.*, 2010).

At the organizational level, it has been found that part-time employees are treated differently from full-time employees regarding tasks performed, remuneration, work diversity, independence, and opportunities to grow. For instance, some evidence shows that part-time employees are unlikely to be given the same promotion and training opportunities in the same organization (Lam *et al.*, 2013). Part-time employees are normally hired when an organization is experiencing busy periods, and they are expected to perform fairly repetitive tasks during these periods. As a result, part-time employees' contributions are perceived as dissimilar from those of full-timers in terms of effort and flexibility. At a personal level, part-timers have different professional orientations; thus, they may trade off types of compensation for greater flexibility and extra time to attend to other commitments (Lam *et al.*, 2013). Many researchers have predicted that full-timers have much greater expectations than part-timers regarding what they should get from the organization (Sinclair *et al.*, 2008). At an interpersonal level, part-time employees in many cases are treated differently or subjected to different assumptions by the leadership and fellow employees. Studies have established that part-time employees are managed mostly under the assumptions of theory X and of stereotypes. Part-timers may see different treatment according to work status as interactional prejudice (Morrison and Robinson, 2010).

Dimensions of Employees' Commitment

Meyer and Allen (2007) described three dimensional model of commitment: Affective, We might think of commitment simply in terms of feelings of obligation or emotional attachment. However, in the last 15 years, a growing consensus has emerged that commitment should reviewed as a multidimensional construct. Allen and Meyer (2010) developed an early model that has received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes: an affective emotional attachment towards an organization (Affective Commitment); the recognition of costs associated with leaving an organization (Continuance Commitment); and a moral obligation to remain with an organization (Normative Commitment).

THEORETICAL FRAMEWORK

The Side-Bet Period

The primal thinking is based on Howard Becker's (1960) conception that defined employee commitment as the side-bet theory. This approach was one of the earliest attempts to study a comprehensive conceptual framework about employee commitment from perspective on the individual's relationship with the organization. According to Becker's theory, the relationship between employee and organization are based on the "contract" of economic exchange behavior, committed employees are committed because they have totally hidden or

somewhat hidden investments, "side-bets," they have made by remaining in a given organization. If someone left, the investments of "side-bet" will be claimed hardly. The term "side-bets" refers to the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization. Becker's approach claimed that a close connection between employee commitment and employees' voluntary turnover behaviour exist. In fact, it identifies employee commitment as a major predictor in the explanation of voluntary turnover. This contention was supported by later research that followed Becker's theory. According to these studies, commitment should be measured by evaluating the reasons, if any, that would cause a person to leave his organization. While the side-bet theory was abandoned as a leading commitment theory, the close relationship between employee commitment and turnover as advanced by Becker affected most of the later conceptualization of commitment and established turnover as the main behaviour that should be affected by employee commitment. The influence of the side-bet approach is evident in Meyer and Allen's Scale (1991), which might be named as the continuance commitment. This scale was advanced as a tool for the better testing of the side-bet approach and is one of the three dimensions of employee commitment outlined by Meyer and Allen (1991).

Middle Affective-Dependence Period

Second period of employee commitment was advanced by Porter et al. (1974). The focus of commitment shifted from tangible side-bets to the psychological attachment one had to the organization. The affective dependence school attempted to describe commitment as a kind of attitude-centered but "economic-contract". Employee's retention does not only come from economic factors but also affective influence and the later maybe more significant. Accordingly, commitment was defined by Porter and his followers as "...the relative strength of an individual's identification with and involvement in a particular organization..." (Mowday, Steers and Porter, 2011). Then they claimed employee commitment was combined with three parts: "Strong Acceptance", "Participation" and "Loyalty". The exchange theory was established as the main explanation for the process of commitment (Mowday, Porter and Steers, 2011). They advanced commitment as an alternative construct to job satisfaction and argued that commitment can sometimes predict turnover better than job satisfaction. Commitment was characterized by 3 related factors (Mowday, 2011):

1. A strong belief in and acceptance of the organization's goals and values.
2. A willingness to exert considerable effort on behalf of the organization.
3. A strong desire to maintain membership in the organization.

However, although Porter and his colleagues had contributed for commitment's evolution, they still continued with one of the basic assumptions of Becker's theory, namely, the strong ties between commitment and turnover and following the one dimensional guidance. Based on the approach of Porter, Steers, Mowday, Boulian operated the famous OCQ (Employee Commitment Questionnaire) which combined 15 items. It followed the three dimensional definition and met satisfied reliability. In addition to the items that reflect the attitudinal notion of commitment, the OCQ included items that refer to what O'Reilly and Chatman (1986) termed the consequences of commitment. Critics of the OCQ would argue that some of the items of the scale deal with turnover intentions or with performance intentions and that all of the statements are more reflective of behavioural intentions than attitudes (O'Reilly and Chatman, 1986).

EMPIRICAL FRAMEWORK

Mubbsher, Zia-ur and Muhammad, (2012), opines that employee commitment is always been accepted as an active catalyst for improving organizational satisfaction. In this research employee satisfaction is taken as dependent variable and employee commitment is employed as independent variable, whereas employee performance is used as moderating variable. Sample for this study is selected from employees working in various private and public organizations of major cities of Lahore, Faisalabad and Karachi. Data is collected through close-ended questionnaire and statistically analyzed through SPSS by applying descriptive statistics and t-test, results revealed that there is a moderate level of interdependence between these variables. So we will reject alternate hypothesis and accept null hypothesis. Khyzer and Noman, (2011), illustrated that employee commitment always plays a very key role in improving the organizational performance and. The organizational performance can be measured through a lot of ways e.g company financial performance, employee turnover, return on equity etc. Employee commitment can be boosted through their involvement in assessment construction and providing them chance for better attentive the whole procedure of the organization performance measurement e.g employee commitment. On the bases of data which was collected from the three major cities of Pakistan (Lahore, Rawalpindi, Islamabad), it was acknowledged that organizational performance can be enhanced by involving employees in decision making that will ultimately increase their commitment in the organization. Naveed, Nadeem and Naqvi (2014), investigated the impact of Organizational Commitment and Employee Performance on Employee Satisfaction. Author used statistical population of Banking Sector which covers 110 employees of 10 banks and data was collected through a self-administrative questionnaire. Correlation coefficient, Regression analysis and "ANOVA were tested for the data analysis. There are two independent variables 1) Organizational commitment 2) Employee performance

whereas Employee satisfaction is taken as dependent variable. Results showed Positive relationship between Organizational commitment and employee satisfaction and similarly Employee Performance has Positive relationship with employee satisfaction.

Raja, Muhammad, Ayeha and Awais, (2015), examined the impact of employee commitment on organizational performance in education sector. Data was collected through questionnaire and sample size was 100. Statistical tests Correlation and regression were used to analysis the data. The arithmetical test proves that employee commitment has positive effect on organizational performance. There are few limitations in this study. There is only one independent variable. The sample size was small. Convenience sampling technique was used for collection of data demographical scale was small. Tung, Khuong and Phuong (2015), explored the factors affecting employees' organizational commitment in banks in Ho Chi Minh City, the biggest commercial city in Vietnam. A quantitative survey of 201 banking staff in 11 banks in this city, selected according to convenience sampling method, confirmed the impact of a set of high-performance human resources managerial practices on staff's organizational commitment. The study also indicated job satisfaction as a pathway to bridge this set with organization commitment. The pathway from human resources practices to organizational commitment, mediated by job satisfaction, has never been statistically tested in banks in Vietnam before. The findings again recommend commitment-based organizations continue and reinforce organizational support for their staff. Chung-Chieh and Chih-Jen, (2013), analyzed the relationship between employee commitment and job attitude in the tourism industry and its effect on service quality. This research study attempts to explain the various theories related to employee commitment and job attitude. Primary data for the study was obtained through questionnaires, using structured questions to explain the main objective. The study used a cross-sectional research design to meet the objectives. The data were analyzed using various statistical techniques: SPSS, ANOVA, regression, and correlation analysis. The study found that biographical characteristics of the employees have an effect on job attitude and job commitment. In order to enhance job satisfaction, employees need to be motivated in a relevant manner.

Paluku, (2016), analyzed factors on employee engagement and performance from selected retailing business enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was administered to 120 selected respondents, using purposive sampling technique. Measurement was done with the use of descriptive and inferential statistic approaches to consider responses from respondents and make decision accordingly. The study focused on measuring the employee engagement in relation with the organizational performance focusing on non-financial factors.

The findings showed that the degree of retail employee engagement and the level of job satisfaction were very high in retailing enterprises in Wabulenzi-Luero city. However, it was observed that in retailing organizations, employees were found it difficult to make equilibrium of work experience and house life with their employment. This study showed that despite the association between employee engagement and job satisfaction, there is no relationship between employee engagement and job assignment, which is an important key factor for organization performance. The results reveal that job assignment is critical for engaging employees to ensure organizations' longevity and profitability.

Varsha and Monika, (2012), identified the impact of Employees' Commitment on sustained productivity in Auto-component Industry in India (Denso) based on a review of the academic research papers and survey. The primary data has been collected through questionnaires. The secondary data is being used for identifying the commitment related problems of Indian auto component industry. The three commitments have been taken as independent variables and sustained productivity as the dependent variable. The results of the study indicated that the Employees Commitment (Affective, Normative, continuous) are significantly related to sustained productivity in Auto component industry. The research findings reveal that there exists positive relationship between the three commitments- affective, continuance and normative commitment and sustained productivity of the organization. It has also been proved from the results that there exists high degree of correlation between the three independent variables and sustained productivity the dependent variable. These outcomes in turn are associated with guiding the top management for working towards increasing commitment level.

Peace and Mohammed (2014), examined the Effect of Employee Commitment on Organizational Performance with special interest in Coca Cola Nigeria Limited. Much of the interest in analyzing employee commitment stems from concern for the behavioral consequences that are hypothesized to result from it. This paper focuses on the influence of employee commitment on Organizational Performance and Employees' turnover. Both descriptive and explanatory research methodologies were adopted in this study. A five point numerically scaled Likert-Type questionnaire was constructed and administered among selected Staff of Coca Cola Nigeria Limited. The research hypotheses were tested using the Pearson Correlation Coefficient. The result shows that: the level of employee commitment of the Staff of Coca Cola Company Plc is very high; there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover etc. Maha (2015), identified the key drivers of employee engagement within the Egyptian context. It also studies the impact of employee

engagement on job performance and organizational commitment based on social exchange theory (SET). A survey questionnaire was developed and validated. Regression analysis was used to predict and explain the proposed relationships. The study was conducted on 245 bank employees from several private and public banks operating in Cairo-Egypt with a response rate of about 81.6 % (200 employees) Pearson correlation matrix and regression were used to predict and estimate the relationships. Regression results indicated that leadership and organizational justice were the most significant drivers of employee engagement. The mediation effect was confirmed. Employee engagement had significant impact on job performance, but less impact on organizational commitment.

SUMMARY OF LITERATURE REVIEW

Employee commitment has been explained as simply employees' attitude to organization. This explanation of employee commitment is broad in the sense that employees' attitude encompasses various components. Equally human resources also are one of those resources of an organization that does not only enlarge the efficiency of the organization, and also act as a pure source of competitive advantage. Keeping in mind the success of organization is based on the employed commitment and its focus toward the achievement of the main goals of the organization. Thus it was found that the low commitment is conducting to high exchange rate more, while higher level of satisfaction in the work through the job security enhance high level of organizational performance. Therefore the impact of employee commitment on organizational performance can never be overemphasised.

GAP IN THE LITERATURE

The absence of these key variables in the models of study covered in the review constitutes a serious gap. This study is therefore set to bridge the gap by factoring these variables in the model of the study.

METHODOLOGY

Research Design

This research design adopted for this study was the survey research method which used mainly questionnaire as a measuring instrument, to elicit information or opinions of the respondents. Therefore this method is most appropriate for this study.

Sources of Data Collection

Both primary and secondary source of data were utilized in gathering the information relevant for this work.

Primary Data: Primary data consisted the use of questionnaire. The researcher decided to employ this technique due to its importance to the research.

Secondary Data: Secondary data were also used in this research work especially in its reference in order to back up the theoretical work. Some of the secondary sources utilized included textbooks, seminar paper and related articles in academic journals and from the internet.

Population of the Study

The population of this study comprised one hundred and twelve (112) staffs of the selected fast food in Umuahia.

Sample Size Determination

However, for obvious reason, the entire population cannot be studied, hence there is need to select a sample that is a representation of the target population. To determine the sample size for this study Taro Yameni $\frac{N}{1+N(e)^2}$

Where;

n = sample size, population size

e = error level of significant.

The square maximum allowance for sampling error or level of significance is 5% = 0.05

Hence:

$$n = ? \quad N = 112, e = 0.05$$

$$n = \frac{N}{1 + N(e)^2}$$
$$= \frac{112}{1 + 112(0.05)^2}$$

$$= \frac{112}{1 + 112(0.0025)}$$

$$\frac{112}{1 + 0.28} = \frac{112}{1.28}$$

n = 87.5 = 88 approx.

n = 88, therefore is the sample size. Since the sample size used in the survey was eighty-eight (88) as derived from the above formula, this was the number of questionnaires administered.

Sampling Technique

The researcher adopted simple random sampling techniques. Randomly, all the employees of the selected fast food in Umuahia which was given an equal opportunity of being selected as the respondent of the study

Method of Data Analysis

This research work made use of descriptive statistics and inferential statistics, descriptive statistics used included table, frequency, percentages, mean, etc. while the inferential statistics that was used was simple regression which was used to test hypotheses formulated.

Data Presentation/ Results and Discussion

A total number of eighty-eight (88) questionnaires were issued out by the researcher to the staff of selected fast foods in Umuahia. The table below presents the distribution of the questionnaire to the sampled respondents. The generated data was presented and analyzed in the subsequent sub-heading below.

RATE OF RETURN QUESTIONNAIRE

Table 3.1 Distributed and collected Questionnaire

Respondents	Distributed questionnaire	Returned Questionnaire	Not Returned	% of not Returned	% of Returned
Crunches Fried	18	16	2	25.0%	20.0%
Hoeffers	32	29	3	37.5%	36.25%
Mr Biggs	16	15	1	12.5%	18.75%%
Valbless	22	20	2	25.0%	25.0%%
Total	88	80	8	100.	100

Source: Field Survey, 2018

The rate of questionnaire distribution and returned were addressed in the table 3.1 above, and a total of 88 questionnaire to the staff of Federal road safety commission, Abia State Nigeria. However, from the distributed 88 questionnaire, 80 were completed and returned to the researcher, while 8 questionnaires were not received by the researcher. This indicates that 80 respondents constituted the sample which translate into 90.1% of completed and returned questionnaire.

Data Presentation

How can employee commitment impact on organizational profitability of the selected fast food?

Table 3.2: Impact of employee commitment on organizational profitability

	SA	A	N	D	SD	TOTAL
1. Employee skill affects organizational profitability.	43 53.75%	23 28.75%	2 2.5%	8 10.0%	4 5.0%	80 100%
2. Employees attitudes attribute to organizational profitability	28 35.0%	44 55.0%	1 1.25%	3 3.75%	4 5.0%	80 100
3. Quick delivery service contributes to organizational profitability	55 68.75%	23 28.75%	- -	2 2.5%	- -	80 100

Source: Field Survey, 2018

**Impact of Employee Commitment on Organizational Performance
(A Case Study of Selected Fast Food in Umuahia)**

Impact of employee commitment on organizational profitability were presented in the table 3.2 above. From the table, most of the respondent 53.75%, 35.0% and 68.75% strongly agreed that Employee skill affect organizational profitability, employee attitudes attribute to organizational profitability and Quick delivery service contributes to organizational profitability respectively affects organizational profitability. Followed by 28.75%, 55.50%, and 28.75% of the respondents who agreed that there is a significant Impact of employee commitment on organizational profitability. From the result of employee attitudes Quick delivery service contributes positive towards organizational profitability and thus should be uphold by fast food in Abia State.

What is the relationship between structural commitment and organizational productivity of selected fast foods?

Table 3.3: The relationship between structural commitment and organizational productivity of selected fast foods.

	SA	A	N	D	SD	TOTAL
1. Employee commitment has been key to achieving delivery of diverse services to customers which enhances the productivity of the fast food	25 31.25%	46 57.5%	2 2.5%	4 5.0%	3 3.75%	80 100%
2. The application/adoption of modern technology through committed employees has led to the high sales turnover in Umuahia fast food	20 25.0%	44 55.0%	2 2.5%	10 12.5%	4 5.0%	80 100
3. the location of the fast food has aid in easy accessibility by customers	56 70.0%	22 27.5%	- -	2 2.5%	- -	80 100

Source: Field Survey, 2018

The relationship between structural commitment and organizational productivity of selected fast foods. In the table 3.3 above. Sequel to the table, most of the respondent 31.25%, 25.0% and 70.0% strongly agreed that Employee commitment has been key to achieving delivery of diverse services to customers which enhances the productivity of the fast food, The application/adoption of modern technology through committed employees has led to the high sales turnover in Umuahia fast food and the location of the fast food has aid in easy accessibility by customers respectively affects organizational profitability Followed by 57.5%, 55.0%, and 27.5% of the respondents who agreed that there is a relationship between structural commitment and organizational productivity of selected fast foods. From the result structural commitment enhances organizational productivity

Hypotheses Test

H_{0i} : There is no significant relationship between employee commitment and organizational profitability

Dependent Variable: profitability

Method: Least Squares

Date: 17/06/18 Time: 20:24

Sample (adjusted): 80

Included observations: 80

Table 3.3:

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C				0.0308
	0.515267	0.234344	2.198762	
Employee commitments	0.219632	0.078470	2.798938	0.0064
R-squared	0.678251	Mean dependent var		3.289157
Adjusted R-squared	0.670207	S.D. dependent var		1.273847
S.E. of regression	0.731540	Akaike info criterion		2.248145
Sum squared resid	42.81204	Schwarz criterion		2.335573
Log likelihood	-90.29801	Hannan-Quinn criter.		2.283269
F-statistic	84.32040	Durbin-Watson stat		1.829556
Prob(F-statistic)	0.000000			

Source: Data output using E-view, 2018

1% level of significance, 5% level of significance

The Table 3.3 shows the result of the regression analysis. The coefficients of employee commitments are positive and significant at 1%. The p-values of employee commitments is 0.0064 and 0.0000 is less than the t-statistic value of 2.799 and 9.084 and the standard error value of 0.0785 and 0.0782 is less than the t-statistic value respectively. The adjusted R^2 0.67 or 67% which revealed that the variables in the equation jointly explained 67% of the variations in the equation while the remaining 33% is explained by other variables not included in the equation. In other words, the R-square value of 67% expresses the percentage effect of employee commitment on the organizational profitability Therefore, rejected the null hypothesis because there is a significant effect on employee commitment on organizational profitability

Hypothesis Two:

H₀₂: there is no significant relationship between employee commitments and organizational growth using the simple regression statistical tool, the hypothesis was tested and the summary of the result shown on the table 3.4

Table 3.4:
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.831 ^a	.690	.688	.733	.690	440.777	1	130	.000	.070

a. Predictors: (Constant), EC

b. Dependent Variable: OG

Sources: Researchers computed using SPSS

The model summary on table 3.4, the R² which was the coefficient of determination between the dependent and independent. The R square value of 0.69 which elucidates that 69% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient was still positive signifying a strong correlation between employee commitments and Organizational growth of fast food located in Umuahia

Table 3.5: ANOVA
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	237.026	1	237.026	440.777	.000 ^b
	Residual	106.474	130	.538		
	Total	343.500	131			

a. Dependent Variable: OG

b. Predictors: (Constant), EC

Sources: Researchers computed using SPSS

From the above ANOVA table the P- value for the model was 0.000 which means that the model was statistically significant since the P- value was less than 0.005.

Table 3.6
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	-.588	.185		-3.169	.002	-.953	-.222
Managerial Competence	.929	.044	.831	20.995	.000	.841	1.016

a. **Dependent Variable: OG**

Sources: Researchers computed using SPSS

Decision: the result of the above analysis revealed that the calculated t-value of 20.995 was greater than the table value (-3.169), therefore, the null (H_0) hypothesis was rejected, while the alternatives hypothesis (H_1) accepted. This implied that there is a significant relationship between employee commitments and organizational growth

SUMMARY OF FINDINGS

The following findings were made:

- i. There was a significant relationship between employee commitments and organizational profitability. This finding was sequel to the analysis done in table 3.4 were The p-values of managerial skills was 0.0064 and 0.0000 was less than the t-statistic value of 2.799 and 9.084 and the standard error value of 0.0785 and 0.0782 was less than the t-statistic value respectively. The adjusted R^2 0.67 or 67% which revealed that the variables in the equation jointly explained 67% of the variations in the equation.
- ii. There was a significant relationship between employee commitments and organizational growth. This finding was sequel to the result of the above 3.10g analysis revealed that the calculated t-value of 20.995 was greater than the table value (-3.169), therefore, the null (H_0) hypothesis is rejected, while the alternatives hypothesis (H_1) accepted. There was a significant relationship between employee commitments and organizational growth.

CONCLUSION

The study examined the impact of employee commitments on organizational performance with much emphasis on fast food in Umuahia

Thus, sequel to the findings; the following conclusions was drawn:

- i. there was a significant relationship between employee commitments and organizational profitability

There was a significant relationship between employee commitments and organizational growth

RECOMMENDATIONS

1. Management of fast food should strongly consider their employee goals and values, care about their opinion and wellbeing and provide available support when needed.
2. Fast foods should continue to provide and install modern structural facilities to facilitate their services to the customers

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