

UNIVERSITY OF CAPE COAST

ORGANIZATIONAL COMMITMENT AND EMPLOYEE  
PERFORMANCE OF THE GHANA AUDIT SERVICE

BY

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## DECLARATION

### Candidate's Declaration

I solely declare that this long essay is as a result of my own research and has not been presented for any academic honors in this or any other institution.

Candidate's Signature: ..... Date: .....

Name: Carol Audrey Pappoe

### Supervisors' Declaration

We hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date: .....

Name: Dr. Otuo Serebour Agyemang

## ABSTRACT

The study sought to examine the relationship between the constructs - organizational commitment and employee performance at Ghana Audit Service (GAS). After existing literature was reviewed and the context of the study discussed, appropriate hypotheses were developed. Structured questionnaire was employed to collect data from 96 Ghana Audit Service (GAS) employees in the central region of Ghana. The data was analyzed using descriptive statistics, correlation and multiple regression analysis. The findings indicated that, out of the three dimensions of organizational commitment examined, only one (Normative Commitment) had a positive significant relationship with employees work performance. This means that generally, employee's commitment at Ghana Audit Service does not impact work performance except their commitment is normative. The study recommends management's continuous support for staff in their quest to better develop themselves in both their personal and career objective so as to improve their commitment and work performance.

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## DEDICATION

This work is dedicated to my mother, Madam Linda Otoo and my brother,

Mr. Richard Pappoe Jr.

## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	5
Purpose of the Study	7
Hypotheses of the Study	7
Significance of Study	8
Delimitation of the Study	8
Limitations of the Study	9
Organization of the Study	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	11
Theoretical Review	11
Application of the theory to the study	12
Organizational Commitment	12
Affective Commitment	14
Continuance Commitment	15

Normative Commitment	16
The outcome of Organizational Commitment	16
Organizational Commitment in the Public Sector	18
Empirical Review	19
Affective commitment and Employee performance	19
Continuance commitment and employee performance	20
Normative commitment and employee performance	22
Conceptual Framework	23
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	24
Research Design	24
Research Approach	25
Study Organization	26
Population of the Study	27
Sample and Sampling Technique	28
Sample Size	28
Data Collection Technique	29
Source of Data	29
Instrument	29
Data Analysis	30
Ethical Consideration	31
Chapter Summary	31
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	
Introduction	32
Demographic Characteristics of Sample Respondents	32

Descriptive Statistics	35
Examining the Correlation between Variables	36
Variance Inflation Factor (VIF)	37
Regression Analysis	38
Discussion of Findings	42
Chapter Summary	46
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	47
Summary	47
Key findings	48
Conclusions	50
Recommendations of the Study	51
Suggestions for Future Research	51
REFERENCES	53
APPENDIX	67



## LIST OF TABLES

Table		Page
1	Demographic Characteristics of Respondents	34
2	Descriptive Statistics	36
3	Correlation	37
4	Assessment for Multicollinearity	37
5	Regression Results	39
6	Hypothesis Table	42

## LIST OF FIGURES

Figure	Page
1      Conceptual Framework	23

## CHAPTER ONE

### INTRODUCTION

This chapter of the study presents the background information of the study area which discusses issues relating to organizational commitment and its effect on employee performance. The other sections of this chapter present research problem, objectives of the study, research hypotheses, significance of the study, delimitations & limitations of the study and the organization of the study.

#### **Background to the Study**

Organizational commitment has been reported to play a vital role in most organizations, and thus, its impacts on turnover, work and organizational performance cannot be overemphasized (Chen & Francesco, 2003). For organization to grow and compete, it requires more workforce, new hiring and committed workers (Ahmad, Iqba, Javed & Hamad, 2014). Extant literature indicate that the concept directly influences employee performance, thereby placing vast importance on it (Vijayashree & Jagdishchandra, 2011; Jaramillo, Mulki & Marshall, 2005; Siders, George & Dharwadkar 2001). Currently the concept has been gaining a lot of attention in both academia and industry due to the progressive increase in the cost of manufacturing and operating a business. This progressive increase in cost is being attributed to the current economic depression, increase of fuel prices and limitation of resources among others which has now become a global trend.

Scholars are of the view that this trend has brought about many opportunities as well as challenges for both local and international firms (Ahmad et al, 2014). Subsequently propelling corporations to adopt cost-

cutting measures in order to survive in this competitive environment. Organizational commitment is defined as the connecting of the individual to an organization or firm thereby, identifying these individuals with a particular organization (Mathieu & Zajac, 1990; Allen & Meyer, 1996). Porter, Crampon, & Smith (1976) explained the construct as the degree to which employees consent to the goals and values of organization and are keen to stay in the organization. Studies have shown that committed workers of an organization exhibit positive intents to serve their organization and they think very less about leaving the organization. (Morgan and Hunt, 1994; Robbins and Coulter, 2003; Mowday, Steers, & Porter, 1982). It can be deduced from the above views that employee's belief and behavior towards an organization can go a long way of proving their commitment to the said organization.

Various practitioners and scholars have shown a lot of interest in organizational commitment because of its influence on organizational and employee's performance (Robbins, 2005). According to Xiong Chen and Aryee (2007) employee's commitment is vital for organizational performance. Research shows that employees are known to be committed when they exhibit traits such as being sincere in their duties, assigned tasks, and are creative towards work (Riketta, 2002 & Clugston, 2000). In this vein, committed employees have the tendency to stay with the company which is a huge incentive because they work for organizational goals and also achieve their target which in turn helps create a competitive advantage of consistent productivity (Shahid & Azhar, 2013).

Irrespective of the above, studies have shown that establishing employee organizational commitment is an unending significant challenge for most organizations. Again, Manion (2004) is also of the view that gaining commitment of employees to needed or desired organizational initiatives and to their work, is a challenge faced by all. This can be attributed to the fact that the last decade has brought about some tumultuous changes in organizations which have left many employees emotionally detached from their workplace (Mguqulwa, 2009). Manion (2004) posited that these rapid changes in the organizational environment which has become an increasing challenge has led to shortages in workforce. He further stated that, mistrust, increasing cynicism, swelling financial pressures, and persistent challenges adversely impact on the workforce's organizational commitment and performance. Therefore, in order to mitigate challenges associated with organizational commitment, there is the need to better understand the construct and its implication with regards to organizations performance.

Ghana Audit Services (GAS) is a statutory body that promotes good governance-transparency, accountability, and probity-in the public financial management system of Ghana by auditing the management of public resources in accordance with recognized international auditing standards and reporting to Parliament. It exists as a supreme audit institution of the country bound only by the constitution and the law (Audit Service Act 2000) (Act 584). Its mandate includes auditing public accounts of all public offices in Ghana, including the courts, the central and local government administrations, the Universities and public institutions. It also includes the accounts of any public corporation or other body or organization established by an Act of Parliament,

the Bank of Ghana and accounts of a statutory corporation, a state enterprise or a public commercial institution operating under its own enactment.

However, just like any other public institution, GAS has often been bedeviled with many challenges of diverse degrees and enormity, many of which have their root cause hemmed around the concept of organizational behavior and commitment. These challenges, although not recent, turns to have a negative impact on work and the general overview of GAS and most public institutions. In view of the above, there have been some concerns expressed as to whether public servants are committed to doing their jobs as expected. In Ghana, public workers are often professed as idling around at times that they are expected to be working towards achieving organizational goals. According to Dobre (2013) most firms/institutions want dedicated, satisfied, and committed employees working for them because these employees understand their relevance with regards to achieving organizational goals. Also, when employees are committed, it gives firms a competitive edge which results in higher productivity (Shahid & Azhar, 2013). Employees are known to show their commitment through the services they render to clients and the organization they work for by helping in the running and generating of more business opportunities (Andrew & Sofian, 2012). These traits are presumed to be missing in most public institution due to workers lack of commitment.

Giving credence to the above, the perception about workers in the public service seems to be a major concern, one when given the necessary attention and addressed could go a long way to not only save the image of public workers in Ghana but also improve the general performance of most

public institution in the country. Therefore, it is important to better understand the concept of organizational commitment and relationship between the concept and employee performance at Ghana Audit Service.

### **Statement of the Problem**

Extant literature indicates that organizational commitment is multidimensional in nature as such; there is growing support for a three-component model by scholars (Meyer and Allen, 1991). These three components (*Affective Commitment*, *Continuance Commitment* and *Normative Commitment*) have been reputed to have repercussions with regards to the continuous participation of individual in an organization, thus, affecting subsequent commitment. Some studies have supported the view that there is a relationship between organizational commitment and employee performance. For instance, Negin et al. (2013) opined that the components of organizational commitment such as continuance, normative, and affective have relationship with job performance of employees. Qaisar et al. (2012) & Suliman and Lles (2000) studies also affirm the view that organizational commitment (continual, normative and affective) independently and jointly predicts the employee's performance.

In contrast to the above, Somers and Birnbaum (1998) found that career commitment has a relationship with job performance, but organization commitment and employee performance have no relationship jointly. Guest (1991) also posited that high organizational commitment is connected with lower income and absence, but there is no clear link to performance. He further suggested that too much should not be expected from commitment as a means of making a direct and immediate impact on performance. Commitment

is believed to be a broader concept and have a tendency to resist transitory aspects of an employee's job which makes it possible to be displeased with a specific aspect of a job while retaining a rational high level of commitment to the organization as a whole (Hafiz, 2017). Meyer and Allen (1997) also confirm that low level of job satisfaction adversely affects employees' commitment which ultimately obstructs achievement of organizational objectives and performance. Thus, the need to further assess the concept and its impact on performance.

Contextually, studies done on organizational commitment concentrated on sectors such as the educational sector (Sarpong, 2012; Afebia, 2016), banking sector (Affum-Osei, Acquaaah and Acheampong, 2015), comparative study between private and public sector organizations (Agyemang & Ofei, 2013), Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work (Darthey-Baah & Amoako, 2011) among others. Others that looked at GAS focus on issues such as reforms and public sector auditing (Tenakwah, 2015), the effects of bureaucracy on policy implementation (Dziany, 2011) among others. It is therefore pertinent to better understand how the commitment of employees can affect their performance.

There is also an increasing awareness of the contributions of employees and the vital role they play with regards to the survival of most organizations. They are not only helping with the survival but also giving firms a positive competitive edge over their competitors. This competitive nature of firms is mostly determined by employee's positive contribution towards their duties. Thus, it is reasonable to elucidate why employees are regarded as one of the important assets to most firms (Daft and Marcic, 2011).



However, a cursory look at most public workers in Ghana indicate that most of them are not committed to their jobs. They are perceived to be idling around at important times that they are expected to be working (Abdul-Nasiru et al, 2014). This perception about employee's commitment in the public sector is a major concern, one that when explored and addressed could go a long way to save the image of the public servant in the Ghana (Abdul-Nasiru et al, 2014). The question one may ask is that, what is the cause of this lack of commitment among these public workers and does their lack of commitment affect their general performance? It is against this backdrop that this study set out to examine the effects of employee's commitment on employee performance of the GAS.

### **Purpose of the Study**

The purpose of the study is to examine how employee's commitment affects employee performance of Ghana Audit Service.

Objectives of the study

1. To ascertain how affective commitment of employees effects employee performance at GSA.
2. To assess the effect of continuance commitment of employees on employee performance at GAS.
3. To examine how normative commitment of employees affects employee performance at GAS.

### **Hypotheses of the Study**

In order to achieve the above-mentioned objectives, the sought to address the following hypothesis;

**H<sub>1</sub>:** Affective commitment of employees is not significant to the performance of employees.

**H<sub>2</sub>:** Continuance commitment of employees is not significant to the performance of employees.

**H<sub>3</sub>:** Normative commitment of employees is not significant to the performance of employees.

### **Significance of Study**

Firstly, the findings of the study will help prompt other studies in the field of organizational commitment in both academia and industry in Ghana, especially in the area of auditing. It seeks to fill the gaps in literature and knowledge by providing an all-inclusive practical information on organizational commitment strategies in the audit sector in the Central Region of Ghana. Secondly, the study also provides practitioners in the audit and financial industries with a comprehensive framework for understanding how organizational commitment affect public sector audit which will in-turn increase business performance overtime. Thirdly, it will also help management of GAS to critically evaluate their organizational commitment practices, thereby adopting the right decisions that will benefit the institution both in the long and short run.

### **Delimitation of the Study**

The emphasis of the study was based on the organizational commitment practices at Ghana Audit service where our target interest was limited to employees and management of the cape coast branch located in the central region of Ghana.

### **Limitations of the Study**

Time was a major constraint with regards to this study not only was the researcher racing against the schedule time but also had to extend the time earmarked for the collection of field data from respondents. Respondents were hesitant to fill the questionnaire due to the nature of the research topic. They had to be reassured of the work being for academic purpose only and also all information provided was going to be treated confidentially. In the face of the above limitations, the study as much as possible presents findings that are valid with a high degree of confidence.

### **Organization of the Study**

The study is prearranged into five chapters. Chapter one was centered on the introductory and summarization of the study. Here the focus was on the following: brief introduction, the background of the study, the statement of the problem, objectives of the study, research question, and significance of the study, scope of the study and finally the chapter disposition of the study. Chapter two reviewed extant literature with respects to the aforementioned topic. Previous empirical and theoretical studies done in the area of organizational commitment strategies was covered, its challenges, benefits and a brief historical background of Ghana Audit Service was also reviewed. Chapter three presented the methodological framework and techniques that was used for the study. That is, research design and approach of the study, sampling frame and procedure, data collection procedure, ethical consideration data analysis technique and chapter summary. Chapter four examined and discussed the results and main findings with references to data collected

literature reviewed and chapter summary. Chapter five presented the summary, conclusions, recommendations and suggestions for future studies.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The main aim of this chapter is to present pertinent theoretical and empirical literature by scholars in the area of organizational commitment (OC) and employee performance. The review covers these themes; the concept of organizational commitment, dimensions of organizational commitment, outcome of OC, OC strategies, OC in the public sector and effect of OC on employee performance.

#### Theoretical Review

Several theories have been postulated by researchers to describe organizational commitment. These theories include; behavioral theory, social exchange theory, social identity theory, side-bet theory and three component model. Behavioral theories on organizational commitment aim at finding out factors that would influence an individual to be committed without any personal influence. Social exchange theory states that relationship between two individuals is created based on cost and benefit analysis (Homans, 1958). Thus an individual has the perception that the cost of being having a relationship with a second party is higher than the benefits, the person does not continue with the relationship. Also, the social identity theory states that individuals want to be associated and connected with a specific group. Side-bet theory states that people become committed by making side bets when there is an increase cost in failing to continue with an action and this action can be staying in an organization (Becker, 1960). Also, the three component model states that being committed is a psychological state and it has three

different components that describes how an individual feel about the organization he or she is working for (Meller & Allen, 1991). Based on the objectives of the research, the study adopts the three component model (TCM) developed by Meller and Allen (1991).

### **Application of the theory to the study**

Meyer and Allen (1991) developed TCM with the aim of integrating all theories that describe organizational commitment in different perspective. While Becker (1960) was of the view that commitment to an organization is based on cost, Mowday, Porter and Steers (1982) also postulates that emotional attachment is an element of commitment. Also, Weiner (1982) also conceptualized that being committed means having a sense of obligation to the organization and Meller and Allen (1987) also states that commitment is about the state of mind. The study putting all these concepts together developed the TCM which describes commitment to consist of three components which are affective, continuance and normative. The theory describes how these components would influence employee behavior. The study adopts TCM because it seeks to investigate the relationship between affective, continuance and normative commitment which are the three components of organizational commitment and employee behavior. The figure below shows the conceptual framework of the study. It shows how affective commitment, continuance commitment and normative commitment would impact on the performance of employees and specifically the public sector.

### **Organizational Commitment**

There have been numerous studies on organizational commitment investigating into its antecedents and consequences because of its importance

in every organization (Russ & McNeilly, 1995; Clugston, 2000). Matters relating to organizational commitment are of much concern to managers of organizations (Tushman & O'Reilly, 1997; Nadler, 1997; Limerick et al., 1998). This is as a result of current developments in organizations which require managers to increase employee commitment and remain highly competitive.

Organizational commitment has been defined by several authors in their studies. It is described as the feeling of an individual towards the organization as a whole (Meyer and Allen, 1991). Mowday et al. (1982) described it as an employee being psychologically bonded to an organization. The study further states that organizational commitment is likely to result in goal congruence and employee retention. Porter et al. (1974) defined organizational commitment as the employee being strongly identified and involved in the organization. Organizational commitment has therefore been conceptualized as a response which results from working conditions that links an employee to the organization. From the definitions of all the authors, organizational commitment can be explained as an employee being dedicated to his or organization both physically and psychologically. The individual is said to have the organization at heart and work very hard to achieve the goals of the organization.

According to Mowday et al. (1982), there are three characteristics of organizational commitment. These are; strongly believing and accepting the goals and values of the organization; the willingness to put in efforts on behalf of the organization and a strong desire to maintain membership with the organization. However, Meyer and Allen (1997) proposed the three-

component of organization commitment which are an affective commitment, continuance commitment, and normative commitment.

### **Affective Commitment**

Affective commitment refers to the employee being emotionally attached, identified and actively involved in the activities of the organization. Meyer and Allen (1996) are of the view that employees with affective commitment continue to work for an organization willingly. Furthermore, the study examined factors that result in affective commitment by the employee include the personal characteristics of the individual, the structural characteristics, job-related characteristics and the work experiences of the employee.

Some studies are of the view that the demographics of an employee such as age, gender and educational background among others influence organizational commitment (Steers & Spencer 1977; Angle & Perry, 1981; Morris & Sherman, 1981). However, other studies are of opposing views that the demographic characteristics of the individual do not lead to commitment in the workplace. For instance, Mottaz (1989) is of the view that when there are other factors such as good working conditions and remuneration, etc. the individual demographics are overlooked.

Other personal characteristics that result in commitment is the personality of the employee. Thus studies have identified that the employees' desire for achievement and affiliation can result in organizational commitment (Morris & Synder, 1979). Other personal factors that result in organizational commitment include, interest in the work, work ethics and locus of control (Pierce & Dunham, 1987; Kidron, 1978; Dubin, Chanpoux & Porter, 1975).



However, the level of personal commitment is dependent on the individual (Mowday et al., 2013). Again, studies revealed that when the personal disposition of the employee best links to the organization working conditions, the employee is likely to be committed (Blau, 1988; Cook & Wall, 1980). Thus, when the employee due to his or her personality is very comfortable with the environmental factors at the workplace it can result in commitment to the organization.

Another antecedent of affective commitment is the work experience of the employee. Prior literature suggests that some experiences at the organization such as organizational support, good working conditions, good remuneration, higher incentives and opportunity for advancement among others, encourages an individual to be commitment effectively to an organization (Meyer & Allen, 1987; Blau, 1988). Other studies also found that the organizational structure of a firm can also influence how employees are committed to their organization. Several organizational structures such as decentralization in decision making and formalization in policy and procedure are factors that encourage affective commitment (Brooke, Russell & Price, 1988; Morris & Steers, 1980).

### **Continuance Commitment**

Continuance commitment has been defined by authors as a commitment by an employee as a result of the cost that is associated with quitting the organization. Therefore, factors that encourage continuance commitment can include investments and availability of opportunities at the workplace. Becker (1960) stated that some factors leading to continuance commitment include; losing attractive benefits, leaving a senior level position

and changing the geographical location of family, etc. Thus, the employee may be receiving benefits such as accommodation, free medical care, availability of vehicles, allowances received and many more would discourage employees from leaving the organization. This is because of the cost that will be associated with leaving the organization because all these benefits would be withdrawn. Also, leaving a senior level position in one organization to a lower position in another is also not cost effective. The avoidance of decrement in the rank of the employee would result in continuance commitment. Leaving a job for a new one that would result in the change of location of the family and cutting personal relationships would also encourage continuance commitment.

### **Normative Commitment**

The last component of organizational commitment is normative commitment. This commitment by the employee is as a result of an obligation placed on the employee (Weiner, 1982). Normative commitment may occur when an organization provides some benefits to the employee. For instance, if the organization has offered a scholarship for the employee to further his or her education or the company has incurred some cost in the training of the employee in the development of skills. These benefits from the organization may force the employee to be committed until they feel the cost incurred has been balanced by their services rendered.

### **The outcome of Organizational Commitment**

Prior literature on organizational commitment found that organizational commitment is associated with influencing behavioral outcomes and work attitudes. Studies posit that organizational commitment predicts withdrawal behavior of employees at the workplace. For instance, a

study by Mathieu and Zajac (1990) revealed that organizational commitment was positively associated with job attendance and had a negative relationship with lateness and turnover. Hercovitch and Meyer (2002) also suggest that organizational commitment specifically affective commitment increases the desire of the employee to stay with the organization. Meyer et al (2002) also found that organizational commitment has a significant impact on work outcomes such as job performance, organizational citizenship behavior, and attendance. Similarly, Meyer and Allen (1990) support that organizational commitment is positively related to attendance and job performance.

A study by Chen et al. (2006) examined the relationship between organizational commitment and job performance. The findings of the study suggested that there is a positive relationship between organizational commitment and job performance. This implies that, when employees are motivated in diverse ways to be committed to their jobs, it impacts on the performance of the organization. Several researchers also support that organizational outcomes such as employee retention, and productivity are all influenced by how committed employees are to the organization (Arthur, 1994; Mac-Duffie, 1995). Also, O'Reilly and Chatman (1986) found that employees that are committed to their organization are likely to serve the organization. The services provided by the employee are of benefit both to the individual and the organization. McMahan et al. (1998) are also of the view that organizational commitment results in high employee involvement.

According to Speller and Ghobadian (1993) when employees are committed, new and successful initiatives are brought on board for the good of the organization. Also, there is good and quality management in the

organization. Percy and Morgan (1991) state that organization commitment helps in the achievement of market plans and objectives. However, studies have identified that the effect of the three types of organizational commitment on employee performance can be distinct (Hackett et al., 1994; Meyer et al., 2002).

### **Organizational Commitment in the Public Sector**

Studies have examined organizational commitment in many firms especially the private sector with little study concentrating on the public sector (Addae et al., 2008). However, in most developing countries majority of the working population are employed by the government. The few studies that examined organizational commitment in the public sector compared to the private sectors. Their findings suggest that, employees working in the private sectors are more committed than those working in the public sectors.

Zeffane (1994) is of the view that difference in organizational commitment among the two sectors could be attributed management style. There is a lot of flexibility in the management style for private sectors. However, employees working in the public sector strictly adhere to rule and regulations that has been put in place. It is therefore difficult to make certain changes that may favor the employees and serve as a motivation for them. Due to the flexibility enjoyed in the private sector than the public sector, most employees in the private sector are committed than those working in the private sector. Also, Goulet and Frank (2002) suggest that, private sector employees are more committed than public sector employees because of the working conditions provided by most of the private businesses. These working

conditions extrinsically motivate the employee to be committed to the organization.

According to Perryer and Jordan (2005), an employee is also committed when he feels a sense of belongingness to the firm he or she is working with. In such a state, the employee feels appreciated and can be identified to a particular organization. However, those working in the public sector are viewed as belonging to a service rather than organization. They are much focused on following procedures and guidelines that exist, whereas private sectors focus on the employee individual performance and work outcome. Again, Buchanan (1974) purports that due to broader organizational goals for public sector, employee are less committed since they are not identified with the work being done. They tend to focus just on their working environment and become less committed to help in achieving the broader goals. This is however not the same for private organizations, who have their goals clearly stated and more precise. The employees are identified with achieving their stated objectives. The study further suggested that, for to enhance employee commitment in the public sector, goals should be clearly stated for each sector and roles to help achieve the goals should also be made known.

## **Empirical Review**

### **Affective commitment and Employee performance**

With affective commitment, the employee is said to be attached to the organization willing. A study by Allen and Meyer (1996) examined the relationship between affective commitment and in-role performance of employees. The results reveal that affective commitment has a positive

relationship with in-role performance. Mathieu and Zajac (1990) also supports the assertion that affective commitment has a positive influence on the in-role performance of the employee. In-role performance refers to the part of the organizational work that is supposed to be performed by the individual. Thus, the job description of the employee. Also Scholl (1981) and Weiner (1982) identified that, not only does affective commitment improve in-role performance but also, it improves extra-role performance. Extra-role performance refers to the roles which the employees uses his or her discretion to execute without being informed to do so. Shore and Waynes (1993) and Becker (1992) also in their study support that there is a positive relationship between affective commitment and extra-role behaviors.

Chen and Francesco (2003) also conducted a study to examine the effect of affective commitment on both in-role and extra-role performance in the Chinese settings. The findings of the study are in line with prior literature. Angle and Lawson (1994) are of the view that with affective commitment, there is always an improvement in the performance of the individual as the employee would be taking personal initiatives and also depend less on supervision to execute a task. In the hospitability sector, Meyer et al. (2002) investigated on the effect of affective commitment of restaurant managers. The findings show that, when these managers have an affective commitment to work, there is improvement in their performance and this has impact on the productivity of the business.

### **Continuance commitment and employee performance**

Continuance commitment refers to a commitment by an employee as a result of the cost being associated with the quitting the organization. Findings of

prior studies investigations on continuance commitment and employee performance are not consistent. Thus, while some researchers are of the view that continuance commitment would have no impact on the employee performance, others are also positing that continuance commitment has significant effect on the performance of the employee.

A study by Randall and O'Driscoll (1997) shows that continuance commitment does not impact on the performance of the employees. They are of the view that, continuance commitment is negative to an extent and organizations should discourage this. Research by Iles et al. (1996) also supports that continuance commitment does not guarantee improvement in the performance of the employee. Meyer and Allen (1997) suggest that employees exhibiting continuance commitment are likely to perform task in a more passive way. Other researchers such as Mayer and Schoorman (1998) and Moorman et al. (1993) are also of the view that, continuance commitment has a negative relationship with in-role performance. Also, Chen and Francesco (2003) support this assertion made by prior literature that continuance commitment does not influence in-role performance.

However, Sethi et al. (1996) and Carauna et al (1997) purport that there is a positive relationship between continuance commitment and performance. Bhuian and Islam (1996) suggest that continuance commitment would improve employees' performance because, it will enhance job security and also provide job satisfaction for an employee. Thus, although when an organization provides investment opportunities for employees it increases the cost of the employee leaving the organization, it also serves as a motivation for the employee to continue working in the firm. Suliman and Iles (2000) also

support that, although continuance commitment would not prevent an individual from leaving the organization, the benefits of staying in the organization would serve as an incentive for the employee to improve performance.

### **Normative commitment and employee performance**

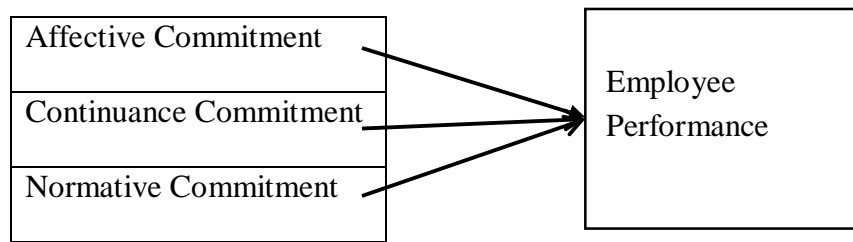
Studies investigating the relationship between normative commitment and performance also show mix results. As some studies reveal that there is a positive relationship, others state that the relationship is negative and others are also of the view that, there is no relationship (Allen and Meyer, 1996). Herscovitch and Meyer (2002) are of the view that employees with high levels of normative commitment will be willing to offer discretionary support to the organization. Albion (2006) also investigated the commitment in public service employees and the findings show that normative commitment would increase the extra-role performance of employees. Meyer, Srinivas, Lal, and Topolnytsky (2007) also identified among Indian and Canadian managers that normative commitment also improves the performance of managers to engage in extra-curricular activities.

Again, Wasti (2005) is of the view that, although affective commitment influences the individual intention to stay and the work attitude, normative commitment has a greater effect on turnover and employees attitude. Gellatly et al. (2006) also purport that normative commitment has a positive relationship with organizational citizenship behavior. Findings of studies by Somers (2009) and Stanley et al. (2013) are consistent with prior literature by Gellatly et al. (2006). Macovitz, Davis and van Dick (2007) report that normative commitment is related to positive employee behavior



like increase in performance, support for change, organizational citizenship behavior among others. Similarly, Assor et al. (2009) and Sideridis (2008) are of the view that, for organizations to achieve their goals, increase persistence and also better the performance of employees, normative commitment should be encouraged.

### Conceptual Framework



*Figure 1: Conceptual Framework*

Source: Meller and Allen (1991)

The figure above shows the conceptual framework of the study. The study putting all the aforementioned concepts together developed the TCM which describes commitment to consist of three components which are affective, continuance and normative. The theory describes how these components would influence employee behavior/Performance. The study adopts TCM because it seeks to investigate the relationship between affective, continuance and normative commitment which are the three components of organizational commitment and employee behavior. It shows how affective commitment, continuance commitment and normative commitment would impact on the performance of employees specifically in the public sector.

## CHAPTER THREE

### RESEARCH METHODS

#### **Introduction**

This chapter presents the methodology for the study where the research design and approach, research content (Ghana Audit Service), sample and sampling technique, data collection technique, data analysis technique and ethical consideration of the study is discussed.

#### **Research Design**

Research design is the plan which involves a step by step approach a researcher adopts for collection, measurement and analysis of data (Polit, Beck and Hungler, 2001). It is viewed as the essential framework which stipulates the methods and procedures for gathering and examining the information need for undertaking a specific research project (Churchill & Iacobucci, 2006). According to McGivens (2006) the main purpose of the research design is to structure the research to convey the needed proof required to answer the research problem as precisely, visibly and unequivocally as possible. Research designs are said to be chosen base on the fundamental research objective of the study and that is it being exploratory, descriptive or casual (Churchill & Iacobucci 2006; Cooper & Schindler, 2006; Hair et al. 2006). Robson (2002) described exploratory research as one that seeks novel perceptions, ask questions and assess phenomena in a new light; Descriptive research as one that provides a precise description of persons, events or situations and describes Causal research as one that seeks to establish a cause and effect relationship between variables in a particular situation or to state why things are the way they are. Similarly, Malhotra & Birks (2007) also views

exploratory research as studies that seeks new insights into a phenomenon; Descriptive research as one that offers a precise narrative of a situation and Causal research as one that seeks to establish the relationship between variables in a situation. In this regard, the study therefore employed exploratory research design since the focus of the study is on studying a situation or a problem in order to explain the relationship between variables (Saunders et al., 2009). Thus, the study seeks a new insight and understanding with regards to the concept of organizational commitment and the relationship between the concept and employee performance.

### **Research Approach**

Generally, there are two main approaches of research namely qualitative and quantitative research, but some researchers have been known to adopt a third approach known as the mixed method. Qualitative research is an unstructured, exploratory research procedure based on small samples expected to provide insight and understanding of the problem setting (Malhotra & Birks, 2007). It is the process of observing what people do and say by collecting, analyzing and interpreting textual or narrative information or data. Quantitative research on the other hand looks at data or information that are generally formalized and obtained from large samples which is later statistically analyzed (Tull & Hawkings, 1990) thus, quantitative research refers to counts and measures of things using numerical values. Mixed method approach is essential the combination of both qualitative and quantitative approaches in a study (Saunders et al. 2007).

The study employed quantitative method of research. This choice was informed by the descriptive nature of the study; also, the study adopted the survey cross-sectional research approach, where structured questionnaire was used in the collecting of data at one point in time (Robson, 2002). This approach is to help the researcher identify and explain statistically the effect of affective, continuance and normative commitment on employee performance in the audit industry of Ghana where emphasis was placed on a single case study approach.

### **Study Organization**

Ghana Audit Service (GAS) is a constitutional body under the direction of a seven (7) member governing board. The Service is headed by the Auditor General who is mandated to audit the public accounts of Ghana and all public offices including Metropolitan, Municipal and District Assemblies, Public Corporations and Organizations established by an Act of Parliament and report the findings to Parliament. The 1969 Constitution made it an oversight body to promote good governance, ensure accountability and transparency in the Public Sector and Article 187 (2) of the 1992 Constitution reaffirms this position. Audit Service is therefore the monitoring and accountability organ of the state, and the Supreme Audit Institution (SAI) of Ghana. Their Mission is to promote good governance, transparency, accountability and probity in Ghana's public financial management system by auditing to recognized international standards and reporting our audit results and recommendations to Parliament. Their Vision is to become a world class Supreme Audit Institution, delivering professional, excellent and cost-effective auditing services.

Conversely, just like any other public institution, GAS has often been bedeviled with many challenges of diverse degrees and enormity, many of which have their root cause hemmed around the concept of organizational behavior and commitment. These challenges, although not recent, turns to have a negative impact on work and the general overview of GAS and most public institutions. In view of the above, there have been some concerns expressed as to whether public servants are committed to doing their jobs as expected. Employees are known to show their commitment through the services they render to clients and the organization they work for by helping in the running and generating of more business opportunities (Andrew & Sofian, 2012). These traits are presumed to be missing in most public institution due to workers lack of commitment.

### **Population of the Study**

Christensen (2001) defines a population as all of the events, things or individuals to be represented in the study. The collections of elements or objects that possess the needed information sought by the researcher and about which inferences are made are known as the target population (Malhotra & Birks, 2007). With that in mind the population under study was management and staff of Ghana Audit Service (GAS) specifically branches within the Central Region of Ghana. The Central Region has eleven (11) districts with about 20 workers in each branch ([www.ghaudit.org](http://www.ghaudit.org)). These branches encompass of all staff, departmental heads and top-level managers from all departments. The choice of this region for the study is as a result of the fact that they are accessible to the researcher taking into consideration time and cost.

### **Sample and Sampling Technique**

The sampling technique used in this study is the probability sampling technique. According to Saunders et al (2009), probability sampling comprises of techniques such as simple random sampling, which involves selecting a sample at random from the sampling, frame; systematic sampling, involving selecting the sample at regular interval from the sampling frame; stratified random sampling involves dividing the population into two or more strata and later draw a sample from each of the strata; and Cluster sampling which is dividing the population into discrete groups and later selecting the sample from the groups and multi-stage sampling, which is a development of cluster sampling normally used to overcome problems associated with a geographically dispersed population. The study adopted the simple random sampling method. This technique is normally used in researches where the researcher seeks to have all members of the population having an equal chance of participating in the study (Mouton and Marais, 1988).

### **Sample Size**

The entire workforce at Ghana Audit Service amount to about 1620 out of which the central region staff strength is about 260. Simple random technique was then used to select a total of 120 respondents made up of staff and management of Ghana Audit Service (Central Region division). Considerations were also made in terms of educational level and sex, so as to have a well representation of groups who understand the relevance of the organizational commitment with regards to the study. Afterwards, a total of 96 questionnaires were finally retrieve from respondents and analyzed for the study.

## **Data Collection Technique**

### **Source of Data**

There are generally two main sources of data collection, these include: the primary and the secondary data source. The former is collected exclusively for the research problem at hand (Tull & Hawkins, 1990). It is also a novel data source where data are collected first-hand by the researcher for a specific research purpose or project (Cooper & schindler, 2006; Hair et al., 2012)

Secondary data sources comprise of data that have previously been gathered and assembled for other purposes than the current research problem data (Tull & Hawkins, 1990; Yin 2011; Hair et al., 2012; Saunders et al., 2009). The advantage of secondary data is that it is usually collected at a lower cost and more rapidly than primary data (Saunders et al., 2009). The study opted for primary data source since it has been reputed to provide researchers with accurate and up-to-date information needed for most studies. It also becomes very pertinent when there is no readily available data with regards to the subject matter at hand (organizational commitment at Ghana Audit Service), thus, the study collected primary data using a questionnaire administered to respondents.

### **Instrument**

Due to the fact that most of the respondents selected were literate and can therefore understand and provide answers to question posed to them, the data collection method used were questionnaire. This method is also easy to code and interpret when it comes to data analysis. The main instrument used for the collection of data for the study was a self-developed questionnaire. The questionnaire was adapted from Allen and Meyer's (1996) organizational

commitment scale (6 items each for affective commitment, continuance commitment and normative commitment were selected). The structure of the questions was made up close ended questions were a 5-point Likert scale was adopted for answering questions ranging from Strongly Disagree (1) to Strongly Agree (5); This enables respondents to communicate their opinions more liberally as well as maintaining some level of anonymity so that there will be a high chances of revealing precise information. Furthermore, question like this helps respondent with their selection process because it provides predetermined answers. Such questions are straightforward when it comes to coding thereby generating quantitative data which nonetheless stresses the use of quantitative design.

### **Data Analysis**

As a result of the quantitative nature of the study, the study employed the use of SPSS versions 17.0 to analyze the data obtained from respondents. As posited by Zikmund (2000), the aforementioned software has been extensively used in the analysis of data by most researchers. The software enabled the researchers to provide descriptive and inferential analysis. This helped the researcher in reporting the demographics which aided in the discussion of the findings. Multiple regression analysis was also employed in determining the relationship between the dependent variable (Employee Performance) and the independent variable (Dimension of Organizational Commitment). Discussions were done in accordance with the objectives of the study presented in chapter one.



### **Ethical Consideration**

Ethical issues such as openness with respondents and appropriate treatment of confidential information are not to be taken lightly in any research due to its prominence (Malhotra and Birks, 2007). With regards to this, the researcher took the following steps below in order not to upset or compromise any participant or respondent in anyway. First, permission was sought from the appropriate authorities of the selected branch while the aims and objectives of the research were also made known to the authorities and respondents involved. Secondly, assurance was given to respondents about treating information confidentially because information obtained was used for academic purpose only.

### **Chapter Summary**

The above chapter details the procedures espoused in attaining the objectives of the study. It highlighted the research design and the reason behind the researcher's choice. It also detailed the population under study, the sampling size and technique of the study. With regards to the analysis, the method for gathering data and the instruments adopted was discussed. In conclusion the chapter took into account adequate information with respect to the analysis of the study data while conforming to ethical views of research.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter highlights the findings and a discussion of the research work. This chapter presents the results and interpretations of the study conducted using the responses of ninety-six employees of Ghana Audit Services who are located in the Central region of Ghana. The results are characterized into three key areas, that is, the demographic characteristics of respondents, the research findings in relation to the objectives of the study and the discussions of the findings being the final part.

#### Demographic Characteristics of Sample Respondents

This section presents the general background information of respondents. Here, attention was drawn to the gender, age, academic qualification, position/role in the organization and the number of years' respondent has worked with GAS. The table below shows the gender distribution of workers at Ghana Audit Service (GAS). It was analyzed to establish the relationship if any between gender and organizational commitment. The studies revealed that, the majority of the respondents were male representing 54%, while, the females represented 46% of the remaining sample. To be able to determine the level of organizational commitment among the various age groups of GAS workers, there is the need to analysis the age group of respondents. The above table indicates that 17% of respondents fall with the age of 20 -30 years, 65% were within the 31 – 40 years age bracket, 10% fall between 41 – 50 and 8% falls within 51 – 60 years.

Education has been reputed to impact individual opinions and matters concerning life decisions. Thus, the educational background of respondents under the study was required. 11% of respondents had diplomas /HND, 60% of the respondents had first degrees and 29% of respondents had master's degrees. In analysis the positions held by respondents in the study, the above table indicates that 5% of respondents were senior managers, 15% were managers and 80% of respondents were general staff of GAS.

Extant literature posited that the length of time with which one has worked with an organization is crucial to their level of commitment. This is due to the fact that the number of years spent in an organization influences one's perceived support being provided by the organization. This becomes a significant factor with regards to the determinants of commitment and in turn influences one's commitment. From the table above, 13% of respondents have less than 2 years' work experience with GAS, 30% had between 3 – 5 years and 57% having over 5 years' experience with GAS. The tables below depict the above-mentioned demographics of the study.

**Table 1: Demographic Characteristics of Respondents**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage%</b>
<b>Gender</b>		
<i>Male</i>	52	54
<i>Female</i>	44	46
Total	96	100
<b>Age</b>		
<i>20 – 30 years</i>	16	17
<i>31 – 40 years</i>	62	65
<i>41 – 50 years</i>	10	10
<i>51 – 60 years</i>	8	8
Total	96	100
<b>Academic Qualification</b>		
<i>SHS</i>	0	0
<i>Diploma/HND</i>	10	11
<i>Degree</i>	58	60
<i>Masters</i>	28	29
<i>Doctorate</i>	0	0
Total	96	100
<b>Position</b>		
<i>Senior Manager</i>	5	5
<i>Manager</i>	14	15
<i>Staff</i>	77	80
Total	96	100
<b>Years' work in organization</b>		
<i>Less than 2 years</i>	12	13
<i>3 – 5 years</i>	29	30
<i>5+ years</i>	55	57
Total	96	100

Source: Field Research, 2019

## Descriptive Statistics

The table below presents the descriptive statistics for the data set of the study. Descriptive statistics is a method by which variables used in a study can be assessed. The mean, standard deviation, skewness and kurtosis are the statistics presented. It can be detected from the table below that all the variables in the organizational commitment construct have a mean score of not less than 3, indicating that all respondents are neutral in their views regarding OC. EP recorded the highest mean of 4.1536 and a standard deviation of 0.38623. Following suit was CC, NC and AC which scored the least among all the variables a mean score of 3.2014 and a standard deviation of 0.35943.

An important facet of a regression analysis is the checking of normality in the data. Two numerical measures of shape are generally employed by researchers in checking for normality of data, that is, skewness and kurtosis. Skewness normally displays the path/direction of the data set per each construct while kurtosis displays the peak/highest of the normal curve. In light of this, the table showed that all the constructs (AC, CC, NC, EP) are within the acceptable range of ( $\pm 1$ ) for skewness criteria and ( $\pm 3$ ) for kurtosis. Thus, indicating that all the constructs are normally distributed.

**Table 2: Descriptive Statistics**

Variable	Obs	Mean	Std Deviation	Min	Max	Skewness	Kurtosis
AC	96	3.2014	.35943	1.83	4.00	-1.137	3.380
CC	96	3.3090	.79028	1.00	4.83	-0.377	0.274
NC	96	3.2958	.54677	2.00	4.33	-0.081	-0.484
EP	96	4.1536	.38623	3.12	4.88	-0.298	-0.279

Source: Field Research 2019

### Examining the Correlation between Variables

In understanding the relationship between organizational commitment (AC, CC, NC) and employee performance (EP), a Pearson Correlation Matrix was conducted. This type of test gives some hints as to the relation between the dependent variable (EP) and the independent variables (AC, CC, NC). It also indicates the state of inter-correlation between the independent variables. From the table, it can be observed that all the independent variables except affective commitment (AC), have a positive association with the dependent variable. Affective commitment recorded a negative value of -0.093 against the dependent variable. The table also depicts normative commitment (NC) being correlated with the dependent variable at a significant level of 0.01, while normative commitment (NC) also being correlated to continuance commitment (CC) at a significant level of 0.01.

**Table 3: Correlation**

	EP	AC	CC	NC
EP	1.00			
AC	-.093	1.00		
CC	.128	.193	1.00	
NC	.281**	.079	.279**	1.00

\*\* Correlation is significant at the 0.01 level (2-tailed)

Source: Field Research 2019

**Variance Inflation Factor (VIF)**

Neter et al. (1989) posited that the highest acceptable level of 10, which corresponds to a tolerance level of 0.1, is recommended in a VIF test. Therefore, to test the multicollinearity of the independent variables included in the study, a Variance Inflation Factor (VIF) was conducted. This test indicates how much the individual variables inflate the variance of the regression. From the above table, all the constructs have a VIF of less than 10. It is, therefore, practical to say that our model for this study is not faced with the problem of multicollinearity, consequently, there is little or no multicollinearity among the independent variables in the regression model.

**Table 4 Assessment for Multicollinearity**

Variable	VIF	1/VIF
AC	1.056	0.947
CC	1.194	0.838
NC	1.214	0.823
Mean VIF	2.00	

Source: Field Research 2019

## **Regression Analysis**

A multiple regression analysis was adopted in this study in order to establish the relationship between the dependent variable and independent variables. Hence, a regression test was prepared to assess the effect that the independent variable (AC, CC, NC) has on the dependent variable (EP). This was to aid us in attaining the objectives of the study by testing the stated hypothesis.

### ***Relationship between Organizational Commitment and Employee Performance***

The main purpose of the study is to examine the effects of employee's commitment to employee performance of the GAS. In order to attain this objective, a multiple linear regression was adopted. This section of the chapter presents the regression results and the discussion on how it either accepted or rejected the hypotheses. The regression results are presented in table 9 below and discussed.

The results of the study output as shown in table 9 show that all the evaluation techniques are satisfactory. The goodness of fit of a regression equation is assessed by R-Squared and adjusted R-Squared. The R-Squared shows the variability in the dependent variable explains by the independent variables. The R-squared figure presented in table 5.7 is 0.481. This means that about 48.1% of the variance in the dependent variable, that is employee performance (EP), is explained by the independent variables (AC, CC, NC). Also, the F-statistic supports a very good fit regression model. The F-test has a coefficient of 6.615 which is highly significant at 1% significance level with a p-value of 0.013. This, consequently, shows that the model has a good fit and



that all the independent variables together explain the variation in the dependent variable.

An assessment of the result presented in the table above indicates that with the exception of normative commitment (NC), all the antecedents of organizational commitment (AC, CC) are not statistically significant with employee performance (Adj.  $R^2 = 0.344$ ;  $F = 6.615$ ;  $P < 0.013$ ). The analysis of the relationship between the various independent variables (antecedents) and the dependent variable (employee performance) is discussed below.

**Table 5 Regression Results**

Variable	Unstandardized Coefficients	Std. Error	t	Sig.
(Constant)	3.844	0.401	9.576	0.000
Affective Commitment (AC)	-0.138	0.109	1.275	0.205
Continuance Commitment (CC)	0.038	0.051	0.741	0.460
Normative Commitment (NC)	0.190	0.073	2.611	0.011**
<b>F-statistic</b>	<b>6.615</b>			
<b>P-statistic</b>	<b>0.013</b>			
<b>R<sup>2</sup></b>	<b>0.481</b>			
<b>Adj. R<sup>2</sup></b>	<b>0.344</b>			

Notes: \*\* denotes significance level at 0.05  
 Dependent Variable: EP

Source: Field Research 2019

*H<sub>1</sub>: Affective commitment of employees is not significant to the performance of employees.*

The hypothesis predicted a no significant relationship between affective commitment and employee performance. The table above shows that affective commitment has a negative and insignificant relationship with employee performance ( $r = -.0138$ ,  $p = 0.205$ ). This means that employees at GAS are not affectively committed. It also implies that affective commitment does not influence employee performance. The result, therefore, supports  $H_1$  and as such the study fails to reject  $H_1$ . The result confirms studies which are of the view that being emotionally attached, identified and actively involved in the activities of the organization does not affect employee performance. For instance, Mottaz (1989) is of the view that when there are other factors such as better working conditions and remuneration among others, the individual demographics are overlooked.

*H<sub>2</sub>: Continuance commitment of employees is not significant to the performance of employees*

The hypothesis predicted a no significant relationship between continuance commitment and employee performance. The table above depicts positive insignificant relationship between continuance commitment and employee performance ( $r = 0.038$ ,  $P = 0.460$ ). This means that employees at GAS are not continually committed with regards to their performance. It also implies that continuance commitment does not influence employee performance. The result, therefore, supports  $H_2$  and as such fail to reject  $H_2$ . The result confirms studies by Randall and O'Driscoll (1997) which depicts that continuance commitment does not impact on the performance of the employees. They are

of the notion that, continuance commitment is negative to an extent and organizations should discourage this. Research by Iles et al. (1996) also supports this view that continuance commitment does not guarantee an improvement in the performance of the employee.

*H<sub>3</sub>: Normative commitment of employees is not significant to the performance of employees.*

Hypothesis three predicted a no significant relationship between normative commitment and employee performance. The table above shows that normative commitment has a positive and significant relationship with employee performance ( $r = 0.190$ ,  $p = 0.011$ ). This means that employees at GAS are normatively committed. It also implies that normative commitment does influence employee performance. The study result, therefore, provides enough support for  $H_3$ , thus, the study reject the null hypothesis ( $H_3$ ). The result of the study confirms Herscovitch and Meyer (2002) notion of employees with high levels of normative commitment being willing to offer discretionary support to the organization. Although affective commitment has been known to influence individual intention to stay and the work attitude, normative commitment has a greater effect on turnover and employees work attitude (Wasti, 2005).

**Table 6: Hypothesis Table**

<b>Hypotheses</b>	<b>Hypothesized effect on organizational commitment and employee performance</b>	<b>Findings</b>	<b>Conclusion</b>
H <sub>1</sub>	-	+	Fail to reject the null hypothesis
H <sub>2</sub>	-	+	Fail to reject the null hypothesis
H <sub>3</sub>	-	-	Reject the null hypothesis

### **Discussion of Findings**

The study sets to examine the effect of organizational commitment on employee performance in the public sector that is Ghana Audit Service (GAS). This aspect of the chapter deliberates the findings with regard to the hypotheses of the study proposed in chapter one. These are discussed in relation to literature below.

***H1: There is no significant relationship between affective commitment of employees and the performance of employees***

A multiple regression was conducted to assess the relationship between each individual variable of organizational commitment and employee performance. An evaluation of the result indicates that, affective commitment (AC) an antecedent of organizational commitment is insignificant with employee performance at GAS. Affective commitment had a negative and insignificant relationship with employee performance; thus, the study therefore accepts the null hypotheses.

Affective commitment refers to the employee being emotionally attached, identified and actively involved in the activities of the organization.

The result of the study is consistent with the findings of other studies which are of the view that being emotionally attached, identified and actively involved in the activities of the organization does not affect employee performance. For instance, Mottaz (1989) is of the view that when there are other factors such as better working conditions and remuneration among others, the individual demographics are overlooked. However, some studies are of the view that one's level of personal commitment is dependent on the individual (Mowday et al., 2013). Again, studies revealed that when the personal disposition of the employee best links to the organization working conditions, the employee is likely to be committed (Blau, 1987; Cook & Wall, 1980). Thus, when the employee due to his or her personality is very comfortable with the environmental factors in the workplace, it can result in commitment to the organization and vice versa.

Nonetheless, the findings of the study are in contrast to other studies that reveal that affective commitment has a positive relationship with in-role performance. Mathieu and Zajac (1990) also support the assertion that affective commitment has a positive influence on the in-role performance of the employee. Also, Scholl (1981) and Weiner (1982) identified that, not only does affective commitment improve in-role performance but also, it improves extra-role performance. Extra-role performance refers to the roles which the employees uses his or her discretion to execute without being informed to do so. Shore and Waynes (1993) and Becker (1992) also in their study support that there is a positive relationship between affective commitment and extra-role behaviors. Again, Meyer et al. (1989) investigated on the effect of affective commitment of restaurant managers. The findings show that, when

these managers have an affective commitment to work, there is improvement in their performance and this has an impact on the productivity of the business.

*H<sub>2</sub>: There is no significant relationship between continuance commitment of employees and the performance of employees*

As stated above a multiple regression was conducted to assess the relationship between each individual variable of organizational commitment and employee performance. An evaluation of the result indicates that, continuance commitment (CC) an antecedent of organizational commitment is insignificant with employee performance at GAS. Continuance commitment had a negative and insignificant relationship with employee performance; thus, the study therefore accepts the null hypotheses.

The findings of the study support Randall and O'Driscoll (1997), who are of the view that that continuance commitment does not impact on the performance of the employees. These scholars posited that, continuance commitment is negative to an extent and organizations should discourage this. The findings are also in accession with Iles et al. (1996). They support the notion that continuance commitment does not guarantee an improvement in the performance of the employee. Other researchers such as Mayer and Schoorman (1998) and Moorman et al. (1993) are also of the view that, continuance commitment has a negative relationship with in-role performance. Also, Chen and Francesco (2003) support this assertion made by prior literature that continuance commitment does not influence in-role performance.

In contrast to the above, Sethi et al. (1996) and Carauna et al (1997) purport that there is a positive relationship between continuance commitment and performance. Bhuian and Islam (1996) suggests that continuance commitment would improve employees' performance because, it will enhance job security and also provide job satisfaction for an employee. Similarly, Suliman and Iles (2000) also support that, although continuance commitment would not prevent an individual from leaving the organization, the benefits of staying in the organization would serve as an incentive for the employee to improve performance.

***H<sub>3</sub>: There is no significant relationship between normative commitment of employees and the performance of employees.***

A multiple regression was conducted to assess the relationship normative commitment and employee performance. An evaluation of the result indicates that, normative commitment (NC) an antecedent of organizational commitment is significant with employee performance at GAS. Normative commitment had a positive and significant relationship with employee performance; thus, the study therefore rejects the null hypotheses.

The results confirm studies from Herscovitch and Meyer (2002) that are of the view that employees with high levels of normative commitment will be willing to offer discretionary support to the organization. Albion (2006) also investigated commitment levels in public service employees and the findings show that normative commitment would increase the extra-role performance of employees. Meyer, Srinivas, Lal, and Topolnytsky (2007) also identified among Indian and Canadian managers that normative commitment also improves the performance of managers to engage in extra-curricular

activities. Again, Wasti (2005) is of the view that, although affective commitment influences the individual intention to stay and the work attitude, normative commitment has a greater effect on turnover and employees' attitude. Similar studies confirm these assertions, that normative commitment is related to positive employee behavior like increase in performance, support for change, organizational citizenship behavior among others (Somers, 2009; Stanley et al. 2009; Gellatly et al. 2006; Macovitz, Davis and van Dick, 2007). Assor et al. (2009) and Sideridis (2008) are of the view that, for organizations to achieve their goals, increase persistence and also better the performance of employees, normative commitment should be encouraged.

### **Chapter Summary**

In inference, the chapter examined the effect of organizational commitment on performance of employees at Ghana Audit Service. The finding of the study indicates that, two of the dimensions of organizational commitment (AC & CC) are statistically insignificant with employee performance at GAS. Only normative commitment (NC) received positive marks by employees of GAS as affecting their work performance. The result answered the Research Question 3 and confirms numerous studies that found a statistically significant relationship between normative commitment and employee performance. This implies that most workers become committed due to an obligation placed on them and this in turn affects their work performance.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter highlights the summary, conclusion and recommendations of the study. It ends with areas for future studies.

#### Summary

Just like any other public institution in Ghana, GAS has often been bedeviled with many challenges of diverse degrees and enormity, many of which have their root cause hemmed around the concept of organizational behavior and commitment. These challenges, although not recent, turns to have a negative impact on work and the general overview of GAS and most public institutions. In view of the above, there have been some concerns expressed as to whether public servants are committed to doing their jobs as expected. Various practitioners and scholars have shown a lot of interest in organizational commitment because of its influence on organizational and employee's performance. According to Dobre (2013) most firms/institutions want dedicated, satisfied, and committed employees working for them because these employees understand their relevance with regards to achieving organizational goals. Also, when employees are committed, it gives firms a competitive edge which results in higher productivity. In this vein, committed employees have the tendency to stay with the company which is a huge incentive. Irrespective of the above, studies have shown that establishing employee organizational commitment is an unending significant challenge for most organizations. Manion (2004) is also of the view that gaining commitment of employees to needed or desired organizational initiatives and

to their work, is a challenge faced by all. Therefore, the study sought to examine the effect between the construct of organizational commitment and employee performance at Ghana Audit Service (GAS). After existing literature was reviewed and the context of the study discussed, appropriate hypotheses were developed. Structured questionnaire was employed to collect data from 96 GAS employees in the central region of Ghana. The data were analyzed using descriptive statistics, correlation and multiple regression analysis.

### **Key findings**

The first objective was to ascertain how affective commitments of employees affect employee performance at GSA. A multiple regression model was conducted to determine how the affective commitment a dimension of organizational commitment affects employee performance at Ghana Audit Service. The result indicated a negative insignificant relationship between affective commitment and employee performance. This means that workers at GAS emotional attachment do not affect their work performance. The personal characteristics of the individual, the structural characteristics, job-related characteristics and the work experiences of the employee do not impact the performance of workers at GAS. However, some studies are of the view that the level of personal commitment is dependent on the individual (Mowday et al., 2013). When the personal disposition of the employee best links to the organization working conditions, the employee is likely to be committed (Blau, 1987; Cook & Wall, 1980). Thus, when the employee due to his or her personality is very comfortable with the environmental factors at the workplace it can result in commitment to the organization.

The second objective was to ascertain how continuance commitment of employees affects employee performance at GSA. A multiple regression model was conducted to determine how the continuance commitment a construct of organizational commitment affects employee performance at Ghana Audit Service. The result indicated an insignificant relationship between continuance commitment and employee performance. This means that workers at GAS are not committed to GAS as a result of the cost that is associated with quitting their job. Therefore, factors such as losing attractive benefits, leaving a senior level position and changing the geographical location of family, among others, does not affect work performance at GAS. Thus, the study does not confirm empirical studies that state that employees who receive benefits such as accommodation, free medical care, availability of vehicles, allowances received and many more will be committed and not leave the organization.

The third objective was to ascertain how normative commitment of employees affects employee performance at GSA. A multiple regression model was conducted to determine how the construct affects the employee performance at Ghana Audit Service. The result indicated a positive significant relationship between normative commitment and employee performance. This means that workers at GAS become committed as a result of an obligation placed on them (Weiner, 1982). Employees of GAS become committed when the organization provides benefits such as offering scholarship for the employee to further their education or the company has incurred some cost in the training of the employee in the development of skills among others, thus, their commitment impacting work performance. These

benefits from the organization may force the employee to be committed and improve work performance until they feel the cost incurred has been balanced by their services rendered.

### **Conclusions**

Extant literature in organizational commitment postulates that there exists a positive significant relationship between the constructs of organizational commitment and employee performance. Out of the three dimensions of OC examined, only one (NC) received positive marks by employees of GAS as influencing their work performance. This means that generally employee's commitment at GAS does not impact work performance except their commitment is normative. The result answered the Research Question 3 and confirms numerous studies that found a statistically significant relationship between normative commitment and employee performance. This implies that most workers become committed due to an obligation placed on them and these in turn affect their work performance. Therefore, for organizations to achieve their goals, increase persistence and also better the performance of employees, normative commitment should be encouraged.

Even though, the study does not confirm a positive significant relationship between two of the constructs of organizational commitment (AC & CC), there is the need for GAS to pay particular attention to as well as effectively and efficiently understand the reasons why these two constructs do not affect and improve the performance of workers.

### **Recommendations of the Study**

In view of the above research findings and conclusions, the following recommendations are made:

- Management of GAS must endeavor to continuously support staff in their quest to better develop themselves in both their personal and career objective so as to improve their commitment and work performance.
- Management should also investigate the reason why employees affective and continuance commitment does not affect work performance. This can also improve and create a positive perception like organizational support programs to increase the commitment level of staff.
- The human resource department of public institutions can promote practices such as job design, recruitment, career development, training, rewards, performance management, employability, and job security so as to improve the job and organizational performance as well as the commitment level of employees.
- Policymakers can use the findings of this study to design audit related procedures for committed and non-committed employees.

### **Suggestions for Future Research**

The study covered only one geographical region, that is, Cape Coast. Therefore, the generalization of the findings might not necessarily cover all the other regions in Ghana. The study, therefore, recommends that future studies should consider other regions in the country. Also, the study was conducted in a public institution, it might be useful to have a study done in the private institution, thus, a comparative study being recommended. Furthermore, although the findings of this study are likely to hold for other

contexts, their applicability to other contexts requires further studies. The researcher, therefore, recommends that other studies can be carried out in other sectors such as agriculture, pharmaceutical among others. Furthermore, the study was limited with regards to the sample size, a larger sample size is required for a vigorous finding.

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## APPENDIX

### A study into

### THE EFFECT OF ORGANIZATIONAL COMMITMENT ON

### EMPLOYEE PERFORMANCE

#### QUESTIONNAIRE

Dear Respondent,

This is a research being conducted in partial fulfillment of the requirement for the award of Master of Business Administration degree. This research is conducted for academic purposes and you are assured of confidentiality and anonymity of information you provide.

#### SECTION A

##### Background Information

Please tick (✓) or provide answers(s) where appropriate

1. Gender

[ ] Male

[ ] Female

2. Please indicate your Age group

[ ] 20 – 30 years

[ ] 31 – 40 years

[ ] 41 – 50 years

[ ] 51 – 60 years

3. Please indicate your highest academic qualification

[ ] SHS

[ ] Diploma/HND

Degree

Masters

Doctorate

4. Position (Role) in the organization

Senior manager

Manager

Staff

5. Number of years you have worked in the organization

Less than 2 years

3 – 5 years

5+ years

**SECTION B**

Please choose your level of agreement or disagreement with the following statements

**Key: Strongly Agree = SA   Agree = A   Neutral = N   Disagree = D   Strongly Disagree = SD**

<b>Dimensions of Organizational Commitment</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>Affective Commitment</b>	5	4	3	2	1
I would be glad to spend the rest of my career in this organization					
I really feel as if this organization's problems are my own					
I think I could easily be attached to another organization as I am with this one					
I do not feel emotionally attached to this organization					
This organization has a great deal of personal meaning for me					
I do not feel a strong sense of belonging to my organization					
<b>Continuance Commitment</b>					
It would be very hard for me to leave my job at this organization right now even if I wanted to.					
Too much of my life would be disrupted if I leave my organization.					

Staying with my job at this organization is a matter of necessity as much as desire					
I have too few options to consider leaving this organization					
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.					
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice					
<b>Normative Commitment</b>					
I do not feel any obligation to remain with my organization.					
Even if it were to my advantage, I do not feel it would be right to leave					
I would feel guilty if I left this organization now					
This organization deserves my loyalty					
I would not leave my organization right now because of my sense of obligation to it.					
I owe a great deal to this organization					
<b>Effect of Organizational commitment on employee performance</b>					



I get a sense of personal accomplishment from work					
I am willing to bear the risk of faulty work					
My colleagues show creativity and initiate new ideas to increase performance and they encourage me to do the same					
I work hard in order to get a promotion					
I am able to meet annual work targets and goals assigned					
My colleagues and I are reliable when it comes to execution of tasks at work					
I am always looking for new ways to execute my assigned task					
I feel great about working in this establishment, thus, I work hard to contribute to its success					

**Thank You!!!**