



Influence of Employee Commitment on Organisational Performance at the University of Benin

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Abstract

*This study examined employee commitment and organisational performance at the University of Benin, Benin City. The objective of the study was to ascertain whether affective commitment significantly translates to organizational performance, Examine whether continuance commitment significantly translates to organizational performance and find out whether normative commitment significantly translates to organizational performance. This study adopted a descriptive survey research design. Data were primarily sourced by administering copies of questionnaires as instruments for data collection. The study population comprises all the one thousand seven hundred and twenty-eight academic staff of the University of Benin. Thus, an approximate sample size of 325 was used for the study and determined using Yamane's (1964) formula since the population was known. Research data were descriptively analysed using descriptive and inferential statistics such as Frequency table, means, standard deviations and multiple regression analysis. Data analysis was performed using the Statistical Packages for Social Sciences. Results revealed significant positive relationships between both affective commitment ($\beta = 0.229$, $p = 0.003$) and continuance commitment ($\beta = 0.176$, $p = 0.022$) with organisational performance at the 5% significance level. However, normative commitment showed **no** significant impact ($\beta = 0.040$, $p = 0.637$). The study recommends institutional strategies to reinforce affective and continuance commitment, including timely salary payments, merit-based promotions, recognition programs, and fostering a supportive work environment to enhance staff dedication and performance. These measures aim to align employee engagement with the university's strategic goals, addressing gaps in normative commitment's influence while leveraging emotional and economic drivers of productivity.*

Keywords: Employee commitment, Affective commitment, continuance commitment, normative commitment, Organisational performance

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Introduction

In the current global economic scenario, organisational change is a continuous process that requires the support of all employees in the hierarchical structure (Akintayo, 2010). Most organisations have realised that the performance of their employees plays a vital role in determining the success of the organisation (Zheng; 2010). As such, employers and managers alike need to know how to get the best out of their workers. One of the antecedent determinants of organisational performance is believed to be employee commitment (Ahiauzu, 2020)

Becker, Randal and Riegel (1995) define employee commitment in three dimensions, namely; (a) A strong desire to remain a member of the particular organisation (b) A willingness to exert high levels of effort on behalf of the organisation and (c) A believe in and acceptability of the values and goals of the organisation. A committed employee identifies with the organisation, makes personal sacrifices, performs beyond normal expectations, works selflessly and contributes to the organisation's overall effectiveness (Stander & Rothmann, 2016). An employee with a high level of organisational commitment sees himself as a true member of the organisation and is more likely to embrace company values and beliefs and will be more tolerant of minor sources of dissatisfaction (Ali & Wajidi, 2017). Employee commitment is important because employees with a sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change (Lo, Ramayah, & Min, 2017). In the same vein, employees who become less committed to an organisation will route their commitment in other directions (Allen & Meyer, 1997) and this could hinder organisational performance. 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. Committed employees will always put in their best for the realisation of the goals and objectives of the organisation. However, this does not just happen without sustaining their motivation and meeting their needs. It is therefore the role of the leadership of an organisation to strategize ways of getting the best from the employees through the various motivating techniques.

Organisational performance on the other hand represents the level of organisational achievement with regard to organisation regulations, expectations and requirements in meeting the organisational aims (Vandenberghe, Bentein & Stinglhamber, 2014). Competent organisational leaders play vital roles in the achievement of organisational goals and objectives by creating a conducive environment that influences employee's behaviours, attitudes, and motivations to be committed to the goals and aspirations of the organisations which in the long run leads to effective organisational performance (Mastrangelo 2018).

The impact of employee commitment to organisational performance cannot be over-emphasized, that is why Irefin and Mohammed (2014) submitted that a highly motivated employee will contribute their time and energy to the pursuit of organisational goals. Employee commitment is increasingly being acknowledged to be the primary asset available to an organisation as it is the employees that provide the intellectual capital that, for many organisations, has become their most critical asset (Hunjra, 2018). Furthermore, employees who share a commitment to the organisation and their collective well-being are more suitable to generate the social capital that facilitates organisational learning (Hunjra, 2018). It is on this premise that Tumwesigye (2017) asserted that one of the reasons why commitment has attracted research attention is that organisations depend on committed employees to create and maintain competitive advantage and achieve superior organisational performance.

Despite the crucial roles of academic staff in human capital development and nation-building in Nigeria, it appears that the government and other relevant stakeholders have usually paid lip service to their commitment to the university system and the performance of the university in general (Adeyemi, 2021). Several factors have been identified in the literature as determinants of organisational performance. Some of the identified factors include; leadership style (García-Morales, Jiménez-Barrionuevo & Gutiérrez-Gutiérrez, 2022; Chen & Tjosvold, 2023); organisational fairness (Greenberg & Edwards, 2024); corporate social responsibility (Glavas & Kelley, 2023; Wang, Tong & Zhang, 2023). Despite the recognized importance of employee commitment in Organisational success, there remains a notable gap in the scholarly discourse regarding its specific impact on the performance of higher education institutions (HEIs), particularly at the university level and among academic staff. This study seeks to bridge this gap by exploring how the commitment of academic staff influences the Organisational performance of the University of Benin, offering empirical insights into the dynamics of employee engagement within Nigeria's tertiary education sector.

In today's competitive world, every organisation is faced with new challenges regarding sustained productivity and creating a committed workforce (Spreitzer, 2015). Hence, it is important to understand the concept of employee

commitment and its dimensions as well as its feasible outcome on organisational performance (Ponnu & Chuah 2017). It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently but employees who can think like entrepreneurs while working in a team and be able to prove their worth, Awonusi (2018). According to Albdour and Altarawneh (2014), people are the most important drivers of a company's competitive advantage and people management is an important aspect of organisational processes. This emanated from the recognition that the human resources of an organisation and the organisation itself are synonymous, hence, there is a need to motivate them to be committed to their organisation. According to Dex and Smith (2001), a well-managed business organisation normally considers the average employee as the primary source of productivity gains because these organisations consider employees rather than capital as the core foundation of the business and contributors to the firm's development.

According to Akintayo (2010), to ensure the realisation of the goals of any corporate organisation, the management of such organisations needs to create an atmosphere of commitment and cooperation for its employees through policies that facilitate employee commitment. In his assertion, Hunjra (2018) noted that the workforces of today are filled with various mindsets; hence creating policies that will motivate them to be committed should be prioritized by every organisation.

Despite the widely recognized role of employee commitment, there has been no consensus on how employees can be duly motivated to be adequately committed to the organisations in which they operate. Scholars like Jiang and Messersmith (2023), and Ghosh and Reio (2023) have considered employee commitment mainly in connection with organisational practices or managerial techniques; they have neglected to investigate the dimensions of employee commitment and the possible outcome on organisational performance. This is also a gap that this study intends to fill. Therefore, this study seeks to investigate the influence of employee commitment on the organisational performance of the University of Benin. The specific objectives of this study are: to ascertain whether affective commitment significantly translates to the Organisational performance of the University of Benin, to examine whether continuance commitment significantly translates to the Organisational performance of the University of Benin and to find out whether normative commitment significantly translates to the Organisational performance of the University of Benin.

Literature Review

Conceptual Review

Organisational Performance

There is a general understanding among researchers that organisational performance is an important variable in any organisation (Suliman, 2017) and has become a significant indicator in measuring organisational effectiveness in most cases (Wall 2017). Organisational performance is a process that increases the effectiveness of an organisation and the goodness of its employees through intended plans, (Ali, & Wajidi, 2017). Organisational performance is the outcome that reflects the organisation's efficiencies or effectiveness in terms of company image or financial performance, (Khanderkar & Sharna, 2017). According to Wiene (2015), organisational performance is the actual output/results of an organisation when measured against its intended outputs (goals and objectives). Richard (2009) proposed that organisational performance encompasses three specific areas of organisations' outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return performance (total shareholder return, economic value added, etc.), which are the three primary outcomes which most corporate organisations are assessed. Tomal and Jones (2015) define organisational performance as the actual results or output of an organisation as measured against that organisation's intended outputs. Ivancevich and Matteson (2017) define organisational performance as the quality and quantity of human output necessary to meet work goals agreed upon between employees and their managers. According to Vandenberghe, Bentein, and Stinglhamber (2014), organisational performance represents the level of organisational achievement with regard to organisation regulations, expectations and requirements in meeting the organisational aims. Furthermore, Somers (2018) noted that the key factors that contribute to organisational performance include leadership competencies, employee commitment and employee performance.

According to Mastrangelo (2018), competent organisational leaders play vital roles in the achievement of organisational goals and objectives by creating a conducive environment that influences employee's behaviours, attitudes, and motivations to be committed to the goals and aspirations of the organisations which in long run leads effective organisational performance.

In higher education institutions like the University of Benin, Organisational performance serves as a critical measure of institutional effectiveness, reflecting how well the university achieves its academic, social, and operational goals. Unlike for-profit entities, universities prioritize outcomes such as educational quality, research impact, community engagement, and student success, alongside financial sustainability. Ultimately, Organisational performance in academia hinges on a holistic approach that integrates financial stewardship, academic excellence, and societal relevance. By prioritizing metrics that reflect its mission—such as research breakthroughs, equitable access to education, and community transformation—the University of Benin can solidify its role as a catalyst for national development while navigating the complexities of 21st-century higher education.

Employee Commitment

Employee commitment is defined as a state in which the employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation (Robbins, 2017). Wasti, (2016) calls it employee loyalty. Sisodia and Das (2016) asserted that employee commitment is manifested in the employees' acceptance of organisational values and goals and their loyalty to the organisation reflected by their continual desire to remain in the organisation.

Commitment, according to Ekienabor (2018), is "a feeling of dedication to one's employing organisation, willingness to work hard for that employer, and intent to remain with that employer". According to Stander and Rothmann (2016), a committed employee identifies with the organisation, makes personal sacrifices, performs beyond normal expectations, works selflessly and contributes to the organisation's overall effectiveness. Becker, Randal and Riegel (2017) define employee commitment in three dimensions, namely: a strong desire to remain a member of the particular organisation, a willingness to exert high levels of effort on behalf of the organisation and a belief in and acceptability of the values and goals of the organisation. Liou (2016) maintained that a high-commitment environment improves employee retention rate, reduces operating costs and promotes employee performance and efficiency. Allen and Meyer (2004) believe that strong Employee commitment causes employees to work harder to achieve the objectives of the organisation. An employee with a high level of organisational commitment sees himself as a true member of the organisation and is more likely to embrace company values and beliefs and will be more tolerant of minor sources of dissatisfaction (Ali & Wajidi, 2017). Miller and Lee (2016) postulated that employee commitment is characterized by an employee's acceptance of organisational goals and their willingness to exert effort on behalf of the organisation.

Employee commitment consists of three components, namely affective, continuance and normative commitment (Meyer and Allen, 1990). However, employees are committed when they perceive fairness in their psychological contract (Ikanyon & Agber, 2020). Employee commitment is underpinned by social exchange theory, which views the employment relationship as a process of resource exchange governed by the norm of reciprocity (Coyle-Shapiro & Kessler, 2000), encompassing both ongoing conferment of benefits and continual re-balancing of expectations and obligations. Perceptions of the mutual obligations held by the employee and the employer may be the result of formal contracts entailed in an employment relationship or implied by the expectations that two parties hold of each other; the latter being captured in the concept of psychological contract (Wang, Indridasson & Saunders, 2010).

In higher education institutions like the University of Benin, employee commitment plays a pivotal role in driving institutional effectiveness. For academic and administrative staff, commitment translates to embracing the university's mission (e.g., advancing education, research, and community development) and exhibiting loyalty through sustained effort, advocacy, and resilience despite challenges like funding constraints or infrastructural gaps. For instance, lecturers with affective commitment (emotional attachment) may voluntarily engage in curriculum reforms or student welfare programs, driven by pride in the institution's reputation. Conversely, continuance commitment (cost-based retention) might stem from limited job alternatives in Nigeria's saturated academic sector, where specialized skills (e.g., niche research expertise) or pension benefits discourage turnover. Normative commitment (moral obligation) could emerge among staff who feel indebted to the university for career opportunities or professional development support, particularly in a cultural context valuing reciprocity. Ultimately, fostering multidimensional commitment ensures that faculty and staff not only

remain with the institution but actively contribute to its strategic goals, such as improving global rankings, boosting graduate employability, and addressing societal challenges—key markers of Organisational performance in academia.

Empirical Review

Igbomor and Ogbuma (2024) conducted a study on the impact of Organisational commitment—specifically affective, continuance, and normative commitment—on employee job performance. The research focused on the Ukwuani Local Government Area Secretariat in Delta State, Nigeria. A survey research design was employed, with 149 structured questionnaires distributed to participants. Out of these, 141 questionnaires were fully completed and returned. The data analysis was carried out using multiple regression analysis. The findings indicated that both affective and continuance commitment positively and significantly influence employee job performance. Conversely, normative commitment was found to have a negative and insignificant effect on job performance.

Dafiq and Solihat (2023) investigated the link between employee commitment and Organisational performance through a causal research design, empirically testing this relationship using primary data collected via questionnaires distributed to employees in manufacturing and service industries. The study, which targeted 100 respondents through email, yielded 34 completed responses, analysed using SPSS 25 with simple linear regression to calculate t-values. The findings revealed a statistically significant positive correlation, indicating that higher levels of employee commitment directly enhance Organisational performance, underscoring its critical role in achieving operational success.

Nosike and Okerekeoti (2022) investigated the influence of normative commitment on Organisational performance within pharmaceutical firms in Enugu State, Nigeria, employing a descriptive survey design. The study focused on 241 employees across 19 pharmaceutical companies, collecting primary data through structured questionnaires. Regression analysis of the responses revealed that normative commitment, an employee's sense of moral obligation to remain with an organisation exerts a statistically significant positive impact on Organisational performance. These findings highlight the critical role of fostering ethical and loyalty-driven workplace cultures in enhancing operational outcomes within Nigeria's pharmaceutical sector.

Ikyanyon and Agber (2020) investigated employee commitment and Organisational performance in the cement industry in Nigeria with a population of 248 employees and found that affective and continuance commitment had a positive and significant relationship with Organisational performance whereas normative commitment had no significant relationship with the Organisational performance of cement industry in Nigeria.

Agogbua and Obi (2020) studied the impact of employee commitment on the Organisational performance of pharmaceutical companies in Nigeria. They utilized a survey research design and collected data through questionnaires distributed to forty-one (41) employees from pharmaceutical companies in Enugu State. The study employed regression analysis to test the hypothesis and found that employee commitment has a positive and statistically significant effect on the Organisational performance of these companies in Enugu State, Nigeria.

Nwankwo, Orga and Ugwu (2019) examined The Effect of Employee Commitment on Organisational Performance. The population of the study was 225 while the sample size of 144 was determined using 'Taro Yamane's formula. The data collected were presented in tables using frequencies and simple percentages and analysed using inferential statistics. The findings include that there was a positive and significant relationship between employee commitment and Organisational profitability.

Ehimen and Alegebe (2019) examined the effect of employee commitment on the organisational performance of selected fast food outlets in Osun State. It determined how employee commitment affects staff turnover and also examined factors that affect employee commitment. Primary data was used for this study; respondents were selected using a convenient sampling method from the study area. The questionnaire was used to gather information. One hundred copies of the questionnaire were administered to the selected respondents and ninety-six were retrieved and found useful for analysis. The data gathered were analysed using both descriptive and inferential statistics. Findings revealed that employee commitment is significant to organisational performance. Likewise, findings showed that employee commitment could be affected by some factors such as gender, nature of work, length of service, and management style. Although,

length of service and management style were not significant at 5% significance level. The study concluded that employee commitment can influence the organisation's performance.

Ardiansyah and Afandi (2018) examine the impact of affective commitment on employee performance, the influence of affective commitment on Organisation Citizenship Behavior (OCB), and the influence of employee performance on Organisation Citizenship Behavior (OCB). data analysis used for study analysis using SPSS Version.22. Based on the results of the analysis show that the variables of affective commitment have a significant effect on employee performance, and the influence of affective commitment to the Organisation's Citizenship Behavior (OCB), and there is also a positive and significant influence of Organisational Citizenship Behavior on Employee Performance

Kaplan and Kaplan (2018) examined the influence of Organisational commitment—encompassing affective, normative, and continuance dimensions—on employee work performance, utilizing a sample of 329 employees from businesses affiliated with the Konya Chamber of Commerce and Industry in Turkey. Regression analysis revealed that affective commitment (emotional attachment to the organisation) exerted a statistically significant and positive effect on work performance. Conversely, normative commitment (sense of obligation) and continuance commitment (perceived costs of leaving) demonstrated no significant impact. These findings underscore the primacy of emotional engagement over obligation or economic necessity in driving employee productivity within Turkish commercial settings, suggesting that fostering affective bonds may yield greater performance outcomes than other commitment forms.

Habib, Khursheed and Idrees (2017) investigated the effect of the various dimensions of employee commitment (Affective commitment, Continuance commitment and normative commitment) on organisational performance using survey data collected from 310 employees of 15 advertising agencies in Islamabad (Pakistan). The result shows that there is a positive relationship between Affective commitment and Organisational performance, the employees having continuance commitment also had a significant relationship with Organisational performance compared to employees with normative commitment who had a negative relationship with Organisational performance.

Based on the identified gap in research, this study has the following hypotheses:

H0₁: There is no significant relationship between affective commitment and the Organisational performance of the University of Benin

H0₂: There is no significant relationship between continuance commitment and the Organisational performance of the University of Benin

H0₃: There is no significant relationship between normative commitment and the Organisational performance of the University of Benin

Theoretical Framework

Meyer and Allen tri-dimensional model.

Allen and Meyer (1990), Meyer and Allen (1991, 1997), and Meyer and Herscovitch (2001) developed the three-component model of employee commitment which are affective, continuance and normative commitment.

Affective Commitment is referred to as the individual's emotional attachment to and involvement and identification with the organisation (Allen & Meyer, 1990). When Individuals develop emotional affinity toward a firm, they tend to associate themselves with the objectives of the firm and support the firm in achieving these objectives (Allen & Meyer, 1990). Affective commitment is conceptualized by scholars as a multifaceted emotional bond between employees and their organisation. Fadhel, AlBalushi, and AlKindi (2019) characterize it as an employee's emotional dependence on the organisation, akin to a customer's loyalty to a preferred service provider. Haider, Jabeen, and Ahmad (2019) emphasize emotional belonging, where employees align their values with the organisation's goals, fostering a sense of identity and purpose. Vetha (2018) frames it as an internal motivational force rooted in trust, prompting employees to act in ways that benefit the organisation. Similarly, Kurtessis et al. (2017) highlight the social-emotional dynamics underpinning commitment, where relationships with colleagues and leaders drive a desire to sustain Organisational ties. Collectively, these perspectives underscore affective commitment as a psychological attachment that cultivates loyalty, advocacy, and discretionary effort, enabling employees to contribute proactively to Organisational success.

Affective commitment has been linked to a wide range of positive outcomes in relation to absenteeism, turnover, organisational behaviour and job performance (Meyer & Herscovitch, 2001). In higher education institutions like the University of Benin, fostering affective commitment is critical for aligning institutional goals with stakeholder engagement.

When faculty, staff, and students develop a strong emotional affinity toward the university, they are more likely to internalize its mission, actively contribute to its academic and administrative objectives, and advocate for its values. For example, faculty with high affective commitment may exhibit greater dedication to teaching, research, and mentorship, while students may demonstrate stronger loyalty and participation in extracurricular or community initiatives. The research underscores that affective commitment correlates with reduced absenteeism and turnover, improved job performance, and healthier Organisational behaviour.

Continuance Commitment: the second construct of organisational commitment propounded by Meyer and Allen (1990), is built upon Becker's side-bet theory. According to this theory, when an individual works for several years in an organisation, he tends to accumulate investments in the form of time, job effort and organisation-specific skills which are too costly to lose (Sukanebari & Konya, 2020). According to Cetin (1990), employees tend to evaluate their investments by looking at what they have contributed towards the organisation, what they would gain by remaining in the organisation and what they would lose if they leave the firm. When an employee feels that he or she does not possess the necessary skills to compete for a job in any other field, then the employee tends to develop continuance commitment and becomes more committed to the organisation because of the limited opportunities and alternatives (Meyer & Allen, 1990). Investment means the loss incurred by the employees in leaving the organisation (Meyer & Allen, 1990). Meyer and Allen (1997) found in their study that there is a negative correlation between continuance commitment and the opportunity to be employed in another organisation.

In higher education institutions like the University of Benin, continuance commitment reflects an employee's perceived economic and practical necessity to remain with the organisation due to accumulated investments (e.g., tenure, specialized skills, and pension benefits) that would be costly to forfeit. For long-serving faculty or academic staff, years of service may translate into job-specific expertise, institutional knowledge, or retirement plans, creating a "cost-based" loyalty where leaving feels financially or professionally disadvantageous. This is particularly relevant in academia, where niche skills (e.g., expertise in a specialized research field) or limited alternative opportunities in Nigeria's competitive job market may heighten continuance commitment. However, Meyer and Allen (1997) caution that high continuance commitment, driven by a perceived lack of external alternatives, can correlate with passive retention rather than active engagement. At the University of Benin, this dynamic might manifest in staff staying due to job security or pension benefits rather than genuine enthusiasm, potentially stifling innovation or morale. To mitigate risks of stagnation, the institution could complement continuance-based retention with strategies to enhance affective commitment (e.g., professional development, participatory governance) while addressing systemic barriers to external employability (e.g., upskilling programs). Balancing these approaches ensures that retention aligns not just with economic necessity but also with a motivated, forward-thinking academic community.

Normative commitment: This refers to the obligation employees may feel they owe the organisation for being given a job when they needed it most (Nwankwo, Orga & Ugwu, 2019). According to Allen and Meyer (1990), individuals with a high level of normative commitment feel that they should continue providing their services to the firm. O'Reilly and Chatman (1986) asserted that when a company's values and employees' values are congruent, the latter tend to display a higher level of organisational commitment; also, Mayer and Bergman (2006) submitted that when employees accept the company's values, they exhibit increased organisational commitment. Normative commitment exists when the employee feels obligated towards the firm which has invested in them (Randall & Cote, 1991). According to Randal and Cote (1991), employees feel that when an organisation has invested a lot of time and money in training and developing them, they have a moral obligation to continue to provide their services to the company. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligations between the organisation and its members (Suliman & Iles, 2000).

In higher education institutions like the University of Benin, normative commitment manifests when employees feel indebted to the institution for opportunities such as employment during critical career phases or investments in their professional development. For instance, faculty or staff who received scholarships, specialized training, or job stability during economic hardship may perceive a duty to "give back" through sustained service. This aligns with the cultural emphasis on reciprocity in many Nigerian communities, where loyalty to benefactors is often deeply ingrained. When

institutional values resonate with employees' ethics—such as a shared commitment to academic excellence or community uplift—normative commitment is strengthened. However, while normative commitment fosters retention, its impact on performance may be limited if not coupled with emotional engagement (affective commitment) or tangible incentives (continuance commitment). For example, staff who stay out of obligation rather than passion may exhibit compliance without innovation, potentially stifling institutional adaptability. At the University of Benin, leveraging normative commitment could involve transparently aligning institutional missions with employees' values (e.g., emphasizing community impact in academic roles) and recognizing long-term contributions. However, to drive sustained excellence, the university should complement normative strategies with initiatives that build emotional attachment (e.g., inclusive decision-making) and address practical retention factors (e.g., competitive benefits). Balancing these approaches ensures that obligation evolves into genuine advocacy, aligning moral duty with proactive institutional advancement.

Methodology

This study adopted a descriptive survey research design. Data were primarily sourced by administering copies of questionnaires as instruments for data collection. The study population comprises all the one thousand seven hundred and twenty-eight academic staff of the University of Benin. Thus, an approximate sample size of 325 was used for the study and determined using Yamane's (1964) formula since the population was known. The study adopted the simple random sampling technique, which allowed all units in the population to have an equal chance of being selected. Research data were descriptively analysed using descriptive and inferential statistics. Frequency table means and standard deviations; were the descriptive measures adopted. Multiple regression analysis constituted the inferential statistics. Data analysis was performed using the Statistical Packages for Social Sciences (SPSS 24.0).

Results

Regression Analysis and Interpretation

The regression analysis model was estimated to establish the relationship between employee commitment and organisational performance. Specifically, employee commitment dimensions used for the study include affective, continuance and normative commitment. The results are shown in Tables 1.0 to 1.2:

Table 1.0: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.842 ^a	.709	.703	1.757	1.607

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

b. Dependent Variable: Organisational performance

The multiple regression analysis examining the relationship between Organisational performance and the three dimensions of commitment (affective, continuance, and normative) yielded statistically significant results. The model demonstrated strong explanatory power, with an R^2 value of 0.709, indicating that approximately 70.9% of the variance in Organisational performance can be attributed to these commitment dimensions. The adjusted R^2 value of 0.703 confirms the model's robustness after accounting for the number of predictors. The Durbin-Watson statistic of 1.607 suggests no evidence of first-order autocorrelation in the residuals, satisfying a key assumption of regression analysis. These results collectively indicate that the model provides a reliable framework for understanding how different forms of employee commitment influence Organisational outcomes.

Table 1.1: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	698.542	3	232.847	28.403	.000 ^b
	Residual	2631.507	321	8.198		
	Total	3330.049	324			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Affective commitment, Continuance commitment, Normative commitment

The analysis revealed a statistically significant overall model (F-statistic = 28.403, $p < 0.05$), indicating that the independent variables, when considered collectively, have a meaningful joint influence on the dependent variable. This significance at the 5% level confirms that the model reliably explains variations in the outcome measure.

Table 1.2: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	7.987	.702			11.371	.000
	Affective	.229	.078	.255		2.950	.003
	Continuance	.176	.077	.194		2.294	.022
	Normative	.040	.085	.045		.473	.637

a. Dependent Variable: ORGANISATIONAL PERFORMANCE

Source: Researcher's computation, 2025

The regression results in Table 1.2 demonstrate a significant positive association between organisational performance and both affective commitment ($\beta = 0.229$, $t = 2.950$, $p = 0.003$) and continuance commitment ($\beta = 0.176$, $t = 2.294$, $p = 0.022$) at the 5% significance level. However, normative commitment showed no statistically significant relationship with organisational performance ($\beta = 0.040$, $t = 0.473$, $p = 0.637$), suggesting that employees' sense of moral obligation to remain in the organisation does not meaningfully influence performance outcomes. These findings underscore the differential impacts of commitment types, highlighting affective (emotional attachment) and continuance (cost-based retention) commitments as stronger drivers of organisational success compared to normative commitment in the studied context.

Hypothesis Testing

There is no significant relationship between affective commitment and the organisational performance of the University of Benin.

The regression analysis in Table 1.2 indicates a statistically significant positive relationship between affective commitment and Organisational performance at the University of Benin ($\beta = 0.229$, $t = 2.950$, $p = 0.003$). Given that the p -value falls below the 0.05 threshold, the null hypothesis is rejected, thereby confirming that employees' emotional attachment to the institution (affective commitment) meaningfully contributes to enhanced Organisational performance. This conclusion underscores the critical role of fostering emotional engagement among staff to drive institutional effectiveness in academic settings like the University of Benin.

Hypothesis Two

There is no significant relationship between continuance commitment and the organisational performance of the University of Benin.

The regression analysis in Table 1.2 demonstrates a statistically significant positive association between continuance commitment and Organisational performance at the University of Benin ($\beta = 0.176$, $t = 2.294$, $p = 0.022$). With the p -value below the 0.05 significance threshold, the null hypothesis is rejected, confirming that employees' perceived costs of leaving the institution (continuance commitment) meaningfully influence its performance outcomes. This finding

highlights the importance of addressing factors tied to retention, such as job stability or sunk career investments, in enhancing institutional effectiveness within academic environments like the University of Benin.

Hypothesis Three

There is no significant relationship between normative commitment and the organisational performance of the University of Benin.

The analysis in Table 1.2 indicates no statistically significant relationship between normative commitment (employees' perceived moral obligation to remain in an organisation) and Organisational performance at the University of Benin ($\beta = 0.040$, $t = 0.473$, $p = 0.637$). Since the p -value exceeds the 0.05 significance threshold, the null hypothesis is accepted, leading to the conclusion that normative commitment does not meaningfully influence the institution's performance outcomes.

Discussion of Findings

The empirical findings from the multiple regression techniques revealed a significant relationship between affective commitment and the organisational performance of the University of Benin ($\beta = 0.229$, $t = 2.950$, $p = 0.003$). This indicates that a 1-unit increase in affective commitment (employees' emotional attachment to the institution) corresponds to a 0.229-unit improvement in Organisational performance. The findings align with Meyer and Allen's (1997) Three-Component Model, which positions affective commitment as the strongest predictor of positive Organisational outcomes. This means that affective commitment as a dimension of employee commitment has a strong influence on the organisational performance of the University of Benin. This implies that when the academic staff of the University of Benin are emotionally attached to the institution, working with the institution would create a sense of fulfilment in them, increase their ego, reduce turnover and improve their performance. This finding agrees with the findings of Igbomor and Ogbuma (2024); and Ikyanyon and Agber (2020) who found a significant relationship between affective commitment and the organisational performance of the cement industry in Nigeria. In the same vein, the finding of this study aligns with the findings of Habib, Khursheed and Idrees (2017) who in their study found that there was a significant relationship between affective commitment and organisational performance in advertising agencies in Islamabad (Pakistan). Also, this finding corroborated the findings of Khan (2016) who found that there was a significant and positive relationship between affective commitment and organisational performance of public and private sector employees of the oil and gas sector in Pakistan.

Additionally, this study demonstrated a statistically significant relationship between continuance commitment and organisational performance ($\beta = 0.176$, $t = 2.294$, $p = 0.022$). This indicates that a 1-unit increase in continuance commitment correlates with a 0.176-unit improvement in Organisational performance; this means continuance commitment is a strong factor that influences the organisational performance at the University of Benin. This also implies that when academic staff evaluate the amount of time and resources that they have invested into the institution and what they would lose if they decided to leave the institution, they would develop continual commitment and this influences the organisational performance of the institution. This finding agrees with the findings of Sukanebari and Konya (2020) who found a significant relationship between continuance commitment and organisational performance of manufacturing firms in Port Harcourt, Nigeria. In the same vein, this study corroborates the finding of Ikyanyon and Agber (2020) who investigated employee commitment and organisational performance in the cement industry in Nigeria and found that continuance commitment significantly influenced the organisational performance of the cement industry in Nigeria. Also, this study is in agreement with the finding of Agogbua and Obi (2020) who in their study found a significant relationship between continuance commitment and organisational performance in the Pharmaceutical Companies in Nigeria.

Finally, the regression analysis reveals no statistically significant relationship between normative commitment and Organisational performance at the University of Benin ($\beta = 0.040$, $t = 0.473$, $p = 0.637$). This indicates that employees' sense of moral obligation to remain with the institution does not meaningfully influence its performance outcomes. This may be connected with the present economic condition of Nigeria where the average salary of an academic staff of Nigerian public universities can no longer meet their needs due to the high cost of living in the country. This finding agrees with the findings of Igbomor and Ogbuma (2024); and Ikyanyon and Agber (2020) who that normative commitment had no significant relationship with the organisational performance of the cement industry in Nigeria. Also,

the finding of this study aligns with the findings of Habib, Khursheed and Idrees (2017) who found that normative commitment has no significant relationship with organisational performance in 15 advertising agencies in Islamabad (Pakistan). However, the finding of this study disagrees with the findings of Nosike and Okerekeoti (2022) who in their study found a positive and significant relationship between normative commitment and organisational performance of Pharmaceutical Companies in Nigeria.

Conclusion

This study was an investigation of the relationship between employee commitment and organisational performance in the organisation using two faculties of the University of Benin, Benin City as our population. The objectives of this study were to: ascertain whether affective commitment significantly translates to organisational performance, examine whether continuance commitment significantly translates to organisational performance and find out whether normative commitment significantly translates to organisational performance. The findings showed that there is no significant relationship between affective commitment and organisational performance; however, the findings revealed that continuance commitment and normative commitment had a significant relationship with organisational performance.

Recommendations

From the empirical findings, we therefore recommend that:

The government and the management of the University of Benin should always recognize and reward academic staff who have demonstrated affective commitment to the growth and development of the institution

Academic staff who have demonstrated continuous commitment to the institution should be motivated by the management of the institution to be more committed through regular payment of salary, promoted when they qualify for it and provided with an enabling and conducive environment to carry out their duties without undue interference.

Since normative commitment does not significantly influence the level of organisational performance at the University of Benin, the management should show little or no concern towards it.

Implication and Contribution to Knowledge

This study makes vital contributions by addressing gaps in the existing literature on employee commitment and Organisational performance in higher institution. The findings provide actionable insights for the government and university management to foster a work environment that enhances employee engagement, motivation, and commitment. Specifically, the study recommends implementing commitment-enhancing strategies and conducting regular assessments to identify areas for improvement. By doing so, higher institutions can strengthen workforce dedication, ultimately improving institutional effectiveness. Furthermore, this research advances academic discourse by enriching existing literature on employee commitment, serving as a valuable reference for future scholars and practitioners in higher institution management.

Limitations and suggestions for further studies

While this study provides valuable insights, it is not exhaustive. A key limitation is its focus solely on the academic staff of the University of Benin, which may restrict the generalizability of the findings. Given the structural and operational differences between academic and non-academic staff, applying these results to non-academic personnel may yield divergent outcomes. To address this limitation, future research should expand the sample size to include non-academic staff and extend the study to other higher education institutions in Nigeria. Additionally, replicating this research in other sectors of the Nigerian economy could enhance the broader applicability of the findings.

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