The Influence of Employee's Commitment on the Organisational Performance in the Nigerian Brewery Sector

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Abstract

This study investigates the purpose of exploring how employees' commitment can be effectively managed to achieve organizational performance. The research commences with the foundation of previous work. The objective of the study was to establish the relationship between employee commitment (normative commitment and continuance commitment) and organizational performance of the breweries sector in Nigeria. The research was carried out through a quantitative methodology; using a simple random sampling method in the selection of respondents. Questionnaires were administered in other to obtain data to examine the relationship between the variables. The sample size of 308 used for the study was determined using Taro Yamane's formula. Analysis of data was carried out using multiple regression statistical technique with the aid of SPSS software and findings were arrived at. The findings of the study provided that normative commitment and continuance commitment both have a significant influence on organizational performance thereby establishing a relationship between the dependent and the independent variables. It was recommended that organizations must exhibit a high level of commitment to their employees if the organization is to get employees to be committed. More so, organizations should prepare a comprehensive and integrated system of performance management for building employee commitment. Consequently, firms should keep their employees sufficiently satisfied by providing the key elements and solutions that solve their eminent pain point.

Keywords: Employee's commitment, organizational performance, Organizational Performance

Introduction

Today, it becomes necessary for every organization to have a full level of employee's commitment to have exceptional performance on a long-term basis. Currently, employees act like entrepreneurs when they work in a team and every member of the team tries his/her best to prove as the best amongst all others and this increase an employee's commitment level in the organization that ultimately increases the performance of the organization (Amawu & Ekninabor 2020). In the past organizations provide job security to their employees to improve their commitment level in the organization and to improve their productivity. A higher level of employee's commitment in the organization for individual projects or to the business is assumed as a major reason for better organizational performance that leads to organizational success. (Dost, Zulfiqar, Noman & Wasim, 2011)

According to Dost, et al, (2011), there is a substantial body of evidence demonstrating the benefits to organizations of having a strongly committed workforce. Indeed, meta-analytic reviews of this research demonstrate that employees who are committed to an organization are less likely to leave be good organizational citizens and more likely to perform effectively.

Gap in research

Prevailing research concerning employee commitment features the hazard of viewing commitment as a shallow construct that can be enhanced by a particular human resource policy. However, all employees' wants and needs cannot be addressed by a single policy. What is now credible is that, as long as the organization has been able to attract the right human capital and has provided an acceptable work environment, employee commitment will considerably be affected by the interactions that occur between colleagues and with their immediate and senior managers (Shahid & Shahid, 2013). Although researchers such as Boxall and Macky (2009) and Purcell, Kinnie, Hutchinson, Rayton, and Swart (2003) have argued that the majority of previous studies have looked at high commitment work practices from the employers' perspective, and the over-dependence on such perspectives can sometimes be misleading and will not present the real impact on organizational performance.

A large number of studies have been conducted to investigate the concept of employees' commitment (EC). Still, commitment is the most challenging and researchable concept in the fields of management and organizational behavior (Dixit, Bhati, 2012). However, an attempt has not been made to assess or provide insight as to how some of the various variables to employee's commitment can be maintained and managed effectively to get the desired organizational performance that is consistent. Hence, this gap is what this research hopes to fill. Accordingly, this study tries to find out the extent to which employees' commitment influences organizational performance in the breweries industry in Nigeria from 2010-2020.

Objectives of the Study

Further, within the context of the research topic, the broad objective is to find out the relationship between employees' commitment and organizational performance. The specific objectives of this study are to:

i. assesses the extent to which normative commitment affects the organizational profitability of the breweries industry in Nigeria.

ii. establish the extent to which continuance commitment affects the organizational growth of the breweries industry in Nigeria.

Research Questions

Based on the objectives, some critical questions are set up and will be answered in the course of the study. These questions are stipulated below and are aimed to be answered by this research:

i.   what extent does normative commitment affect the organizational profitability of the Breweries industry in Nigeria?

ii.   what extent does continuance commitment affect the organizational growth of the Breweries industry in Nigeria?

Literature Review

Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply.

Concept of Commitment

Before discussing its implications for employees, it is important to clarify what we mean by the commitment and to identify its different forms and foci. Over the years, commitment has been conceptualized in various ways (Klein, Molloy, & Cooper, 2009; Meyer & Allen, 1997). Commitment is considered to be the psychological immersion of an individual with his institute through a sense of belonging, ownership of organizational goals, and being ready to accept challenges (Dolan, Tzafrir, & Baruch, 2005). Creating commitment among employees is important because without this it will become difficult for an organization to achieve strategic goals (Briscoe & Claus, 2008 and: Fugate 2009). The performance of an organization is directly related to the commitment level of employees (Ivancevich, 2010). Committed employees will be able to perform their jobs more than management expectations (Bragg, 2002). High-level commitment is indispensable for increasing output and obtaining sustainable competitive advantages (Whitener, 2001).

Commitment according to Jaw and Liu (2004) is not only a human relation concept but also involves generating human energy and activating the human mind. Without commitment, the implementation of new ideas and initiatives will be

compromised (Ramus & Steger 2000 cited in Jaw & Liu, 2004). Commitment is a force that binds an individual to a course of action of relevance to one or more targets (Meyer & Herscovitch 2001). The human resource system can facilitate the development of organizational competencies by eliciting employees' commitment to the firm. Hence, organizations with a fit business strategy, structure and practices, and policy might perform better. "commitment" is a distinctive strategy for HRM whose positive effect will be felt.

Concept of Employee Commitment

Biljana (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism, and other behaviors. Rajendran and Raduan (2005) opined that organizational commitment is the subset of employee commitment, which is comprised, to work commitment, career commitment, and organizational commitment, and also added greater organizational commitment can aid higher productivity.

Employee commitment has been variously conceptualized. To Meyer and Herscovitch, (2001), it is a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mindset that takes different forms and binds an individual to a course of action that is of importance to a particular target. Employee commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organizational attachment of the individual to the organization.

Sharma and Bajpai (2010) assert that employees are regarded as committed to an organization if they will continue their association with the organization and devote considerable effort to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels.

Akintayo (2010) posited that employee commitment can be defined as the degree to which the employee feels devoted to their organization. He further described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, (2010) describes employee commitment as simply employees' attitude to the organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components.

Normative commitment

Normative commitment is the degree to which an employee feels obligated to the organization or believes that staying is the right thing to do. An employee is said to be having a normative commitment when an employee feels a sense of obligation to the organization, even if he/she is unhappy in a given role, or even if he/she wants to pursue better opportunities. Such an individual having a normative commitment, feel that he/she should stay with your organization because it's the right thing to do. The mindset that

operates, in this case, is that of obligation. Such individuals have internalized a set of norms concerning appropriate conduct. And, when they are the recipient of benefits (personal favors etc), they experience a need to reciprocate (www.citehr.com).

Continuance commitment

Continuance commitment relates to how much employees feel the need to stay at their organization. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to a lack of work alternatives and remuneration. A good example of continuance commitment is when employees feel the need to stay with their organization because their salary and fringe benefits won't improve if they move to another organization. Such examples can become an issue for organizations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organization. (Allen & Meyer, 1990b)

Concept of Organizational Performance

Although the concept of organizational performance is very common in academic literature, its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept.

Richard et al. (2009) posit that organizational performance can be measured through three basic outcomes which are financial performance, product market performance, and return to the shareholders. Schneider, Hanges, Smith, and Salvaggio (2003) had found that micro-orientation on way to job attitude and performance relationship is somewhat puzzling, the interest of the employee attitudes had much of its motivation in the 1960s when organizational scientists such as Argyris (1964), Likert (1961), and McGregor (1960) purposed that the organizational performance is a result of the employee experience and commitment. Integrity has been explained as the best of the human state, the better the humans are committed to their tasks will lead to their better performance that results in better results (Comte-Sponville, 2001; Weiner, 1993; Chapman, & Galston, 1992; Dent, 1984; MacIntyre, 1984).

Employees and Organizational Performance

Excessive employee turnover often engenders far-reaching consequences and may jeopardize efforts to attain organizational objectives (Park & Shaw, 2013). Happy and dedicated staff members, who in turn are motivated to provide better service, can enhance customer satisfaction and positively contribute to a firm's bottom line financials, such as sales growth, market expansion, or even profitability (Tortosa et al., 2009).

Apart from external factors, internal factors can also significantly affect firm performance. An impending shortage of highly skilled employees (human capital) in the workforce represents a challenge for organizations. Those that fail to retain high-performing staff may struggle to be competitive in the marketplace (Zhang & Morris, 2014) as losing critical employees may come at an incredible cost (Harris, 2000). For

example, when a key salesperson leaves a firm, he/she may take away all his/her major clients. Similarly losing critical staff from other functions can also hurt innovation, product development, the consistency of service provision, and sometimes major delays in terms of service delivery (Abbasi & Hollman, 2000).

Employee Commitment and Workers Performance

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. Less committed people are also more likely to look at themselves as outsiders and not as long-term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with a high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organization's mission and values and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them. (Irefin & Mohammed, 2014)
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Empirical Review

Numerous factors have been found to inspire commitment. For instance, Yu, Yen, Barnes & Yu-An (2017) studied enhancing firm performance through internal market orientation and employee organizational commitment. Drawing on data from three different managerial respondents in 275 companies based in China, the findings demonstrate the precedential effect of internal market orientation (IMO) on corporate performance through employees' organizational commitment and retention. Interdepartmental relationship and interdepartmental communication, together with ownership types are identified as potential moderating variables, which may vary IMO's effectiveness in the framework. Furthermore, in this study continuance commitment is the most affected element of employee commitment to job performance.

Piros, Pratoom, and Muenthaisong (2017) investigated the impact of employee commitment orientation on firm performance: evidence from software businesses in Thailand. Data were collected from a survey of 113 software businesses in Thailand. The results indicate that employee commitment orientation is strongly supported with all of the consequences including organizational citizenship behavior, business competitiveness and firm performance

Anwar (2016) investigated the relationship between employee commitment and sustained productivity in agricultural businesses. A quantitative method was used to analyze the study. A questionnaire was developed and distributed to 12 feed plants in Erbil. The sample size of the study was 71 participants. The researcher has taken affective commitment, normative commitment, and continuance commitment as independent factors and sustained productivity as the dependent variable. The findings

revealed that three independent factors (affective commitment, continuous commitment, and normative commitment) are positively related to sustained productivity. But the continuous commitment had the highest value, which indicates that many feed plants' employees are committed to their job because of remuneration and lack of alternatives. Also, the results revealed that all three independent factors are correlated with sustained productivity.

Methodology

Research Design

This research work is social survey research, which possess the characteristics of a quantitative nature. Therefore, because prior findings are not conclusive enough, the researcher saw the need to explore deeper from a quantitative basis to get insight from the employees' perspectives as a source of evidence from the real-world context. Such information is usually gathered from an individual respondent (Brannick & Roche, 1997) chosen based on a set of criteria by which the phenomenon in question can be explored exhaustively. Hence this makes a social survey research design strategy a pertinent fit which the study adopts.

Research Population

Creswell (2005) posits that a population is a group of individuals who comprise the same characteristics. It is for the benefit of the population that researches are done. Accordingly, the research population for this study comprises all the staff of the Breweries Industry in Nigeria. The target population is the staff of Guinness Nigeria Plc Benin Plant.

Sampling Procedure

Since it would be somewhat impossible to collect information from all the members of the population, the researcher would select individuals from which to collect the data, and this process is called sampling. This study employs probability sampling which uses randomization and takes steps to ensure that all members of the population have a chance of being selected. The sampling frame (i.e. group of units or individuals who have a legitimate chance of being selected) for this study which could be referred to as the target population would be all staff of Guinness Nigeria Plc which is put at 1332. The researcher uses a random selection procedure to choose participants where every member has an equal chance.

Sample Size of the Study

If a sample is taken from a population, a formula must be used to take into account confidence levels and margins of error. The researcher used a known target population of 1332 (being the number of employees) to get the sample size for this study. Taro Yamane's formula (1967) was adopted since it is apt for random sampling.

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Taro Yamane's Formula is given as follows: $n = N/(1+Ne^2)$
Where;
n = no. of sample
N = total population
e = error margin/margin of error
In this study, the researcher uses a confidence level of 95 percent giving a margin error of 0.05 i.e. 5 percent.
$n = 1332/1 + 1332(0.05^2)$
$n = 1332/1 + (1332 * 0.05 * 0.05)$
$n = 1332/4.33$
n = 307.62 (approximated to 308)

Therefore, the sample size of 308

Data Collection Procedure
Going further, since the social survey method was adopted for the study, data used for the study was sourced from the administration of questionnaires to the number of individuals that were randomly selected out of the population, which is put at 308.

Data Analysis Technique and Model Specification
The data analysis techniques consist of the use of tables, percentages, and statistical analysis. The statistical technique used for analysis in this study is the multiple regression techniques which will be analyzed with the aid of the statistical package for Social Science (SPSS).

Test of Hypotheses
Three hypotheses were raised in section one of this work. The t-value using Rule of thumb is used to test the hypotheses of the study. To permit easier understanding, they are hereby restated below;

Hypothesis 1
Ho_1: There is no significant relationship between normative commitment and organizational profitability of the Breweries industry.

Hypothesis 2
Ho_2: There is no significant relationship between continuance commitment and organizational growth of the Breweries industry.

The table below summarizes the test and conclude whether they are significant or not;

Table 1: Table of significance

Variable	t-statistic	Critical Value using Rule of thumb	Conclusion
C	13.287	2	Statistically insignificant
Normative commitment	2.154	2	Statistically significant
Continuance commitment	2.433	2	Statistically significant

Researcher's Computation (2021).

Findings

H$_{01}$:

The first finding indicates a statistically significant relationship between normative commitment and organizational profitability of the Breweries industry concerning the T-statistics using the rule of thumb (which states that when the t-value of the parameter estimate is greater than or equal to 2 then it is statistically significant in explaining the dependent variable but when it is less than 2, then it is not). The t-value shows that the normative commitment value of 2.154 taken in its absolute form is statistically significant. Consequently, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a positive and significant relationship between normative commitment and organizational performance in the Breweries industry. This shows that normative commitment does influence the organizational performance

H$_{02}$:

The second finding indicates a statistically significant relationship between continuance commitment and organizational profitability of the Breweries industry concerning the T-statistics using the rule of thumb (which states that when the t-value of the parameter estimate is greater than or equal to 2 then it is statistically significant in explaining the dependent variable but when it is less than 2, then it is not). The t-value shows that the continuance commitment value of 2.433 taken in its absolute form is statistically significant. Consequently, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a positive and significant relationship between continuance commitment and organizational performance in the Breweries industry. This shows that continuance commitment does influence the organizational performance

Summary
In this study, the major findings are highlighted below:
1. It was found that there is a significant positive relationship between normative commitment and organizational profitability of the breweries industry.
2. It was found that there is a significant positive relationship between continuance commitment and organizational growth of the Nigeria breweries industry.

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The empirical results indicate that there is a high relationship between employee commitment and organizational performance in the Nigeria breweries industry implying that employee commitment improves the industry's performance. It was therefore deduced that organizational performance can simply be improved through employee commitment.

Conclusion

It is evident that as firms become ubiquitous, there is a tense struggle and competition to attract and retain certain human capital (employees). The study was embarked upon to determine the significance of employee commitment on organizational performance. The results of the study bring out the fact that employee commitment is a predictor of organizational development. Enhancing employee commitment is vital for the effective functioning of an organization, and to ensure growth and expansion of the organization at a faster pace.

Offering good financial and non-financial compensation and perhaps having a top-notch employee' appraisal is good, but most important is knowing employees, and by engaging with them, know what their pain points generally are, and solving them accordingly as much as lies in the organization's capacity.

This will help create an image in the mindset of the employees for which reason they would opt to remain with the organization and be steadfast in achieving the organization's objectives.

In that way, an organization can retain its best employees and much likely increase it because a satisfied employee would be an advocate for other employees and potential customers who have similar pain points.

Recommendations

Based on the findings, the following recommendations are hereby suggested:

i. Organizations should prepare a comprehensive and integrated system of performance management for building employee commitment. Thus, management policies and strategies that make proper strength and weakness assessments of employees could help to enhance performance and build a successful organization.

ii. The truth holds that a sufficiently satisfied employee will less likely leave his/her job for another, regardless of what is being offered. Hence firms should keep their employees sufficiently satisfied by providing the key elements and solutions that solve their eminent pain point.

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