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Employee Commitment And Organizational Performance In Hospitality Industries In South-East, Nigeria

Otuohere, John Nonso

Department of Business Administration,
Faculty of Management Sciences,
Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus Anambra State, Nigeria

ABSTRACT

The study investigates employee commitment and organizational performance in hospitality industries in South-East, Nigeria. The main objective of the study was to ascertain the effect of affective commitment, continuance commitment and normative commitment on organizational performance in hospitality industries. The related literature was reviewed under conceptual framework, theoretical framework, and empirical review. The study is anchored on Affective Events Theory. The study adopted a descriptive survey approach. Primary sources of data were employed. The population comprised 2836 employees working in these hospitality industries. The total population sample was 2836 employees of the (15) hospitality industry in South-East. The simple size is 533 Using statistical formula devised by Borg and Gall. The researcher used structured questionnaire. Face and content validity approach was adopted. Test re-test method was carried out to achieve reliability. The study employed means, standard deviations and correlations to determine the effect of each independent variable on the dependent variable. Employee commitment and organizational performance were regressed against the three independent variables using Multiple Regression Analysis (MRA) method to evaluate the effect of employee commitment on organizational performance in hospitality industries. The findings show that affective commitment has a significant positive influence on organization performance in hospitality industries. Continuance commitment has significant positive effect on organizational performance in hospitality industries and normative commitment has significant and positive effect on organizational performance in hospitality industries in South-East, Nigeria. The study concludes that employee commitment has significant positive effect on organizational performance in hospitality industries in South-East, Nigeria. It was recommended among others that organizations should concentrate on creating work environments that will boost the affective commitment of employees as this will enable them work towards the attainment of organizational goals and objectives, thereby improving the overall performance of the organization. Organization should maintain employee productivity and encourage retention so as to minimize employee turnover since the study has shown that normative commitment greatly influence the level of organizational performance among employees. Work environment should provide a free flow of communication and easy receipt of feedback for job done and leave of absence policy such as study leave, compassionate leaves, sabbatical leaves, maternity leaves, paternity leaves should be provided by the organization to their employees to enhance continuance commitment.

Keywords: Affective Commitment, Continuance Commitment, Normative Commitment and Organization Performance

INTRODUCTION

In today's competitive world every organization is facing new challenges regarding sustained productivity and creating committed workforce. Nowadays no Commitment according to Armstrong-Stassen (2014) is

not only a human relation concept but also involves generating human energy and activating human mind. Without commitment, the implementation of new ideas and initiatives will be compromised (Bakker, et al., 2013).Organizations achieve their set objectives when competent and committed employees are engaged (Khan et al, 2013). Getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization has been one of the problems facing most organizations especially in the hospitality industry. Some of the indicators of a committed employee include but not limited to lack of interest in job offers elsewhere, willingness to accept responsibility, expression of job satisfaction, willingness and ability to make useful contributions, eagerness to work with less supervision and not given to unnecessary excuses (Iqra and Yahya, 2013). Basically, three forms of organizational commitment have been explored (Klein, Molloy and Brinsfield, 2012). They are affective, continuance and normative commitments. Each of these forms has different implications for employees' workplace behaviour. Most managers consider each of these behaviours as it contributes or affects organizational performance.

Human resource system can facilitate the development or organisational competencies through eliciting employees' commitment to the firm (2002; Bridger, et al., 2007). Hence organisations with a fit business strategy, structure and practices and policy might perform better. Cohen, (2007) prescribes "commitment" as a distinctive strategy for HRM whose positive effect will be felt. Human resource management is considered the backbone of all businesses. To improve the performance, organizations are trying to improve the performance of human capital. According to Daigle, (2007) there is lot of pressure on the management of the organization to turn into a friendlier one. Epitropaki, and Martin, (2015) have found that the sense of employees' obligation to organization become more positive when flexible time scheduling is being adopted by the organization. It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis (Galais, and Moser, 2009). In Nigeria employee satisfaction and organizational commitment are the causing factors of the low productivity of many companies. Also according to Gellatly, et al., (2016) there was significant and positive relation between employee job satisfactions to the employee performance. And also Glazer and Kruse, (2008) showed that job satisfaction influence positively to the employee achievement. Where there is a high level of employee commitment, there will be low turnover and that employee will perform better with less absenteeism (Klein, et al., 2009).There is certain things that really affect employee commitment like: work load, less acknowledgement and less compensation. Dorgan (2014) defines commitment as the enhanced functional and operational performance, including quality as the main principal.

Organizational performance technically is the aggregate net performance of the individual employees in the organization. This is because; the organization is the composition of the employees under it. An organization does not achieve anything on its own except the cumulative achievements of the employees that make up the organization. In hospitality industry for instance, its achievement is an expression of the percentage of market share acquired, level of employee retention as well as the extent of recognition within and outside the country amongst other indices. Employee commitment as an individual attitude could be elicited through several factors but how it bears on organizational performance is worrisome. Given the hospitality industry environment with its concomitant employees lay off consequent upon unexpected performance as it were, it therefore, becomes necessary to investigate the effect commitment of the employees of the hospitality industry. will have on the performance.

Moreover, low commitment leads to high turnover and higher commitment leads to performance (Meyer, 2009; Meyer, and Parfyonova, 2010). Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance that the uncommitted employees. Employee commitment can benefit organization in a number of ways such as it can improve performance; reduced absenteeism, and turnover thereby resulting in sustained productivity. Commitment to organization is positively related to such desirable outcomes as motivation and is negatively related to outcome as absenteeism and turnover (Grawitch,et al., 2017).). Employees

with high level of organizational commitment provide a secure and stable workforce (Lambert, et al., 2008) and thus providing competitive advantage to the organization.

The committed employee has been found to be more creative; they are less likely to leave an organization than those who are uncommitted .According to Arturo (2014) Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies and attitudes that reside in the individual employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc. among these individuals. A committed employee is perceived to be one who stays with the organization even in turbulent times, attends work regularly, protects company's assets and shares company's goal (Meyer and Allen, 17).Therefore it is evident that for sustained productivity, employee commitment is an important factor.

Statement of the Research Problem

High labor turnover, absenteeism, poor motivation and low performance are some of the feature of employees' low commitment in the organizations (Grawitch, et al., 2007).). Several academic researches on human resource management practices suggested that high commitment human resource practices increase organizational effectiveness by creating a condition whereby employees become highly motivated and involved in the organizational activities aimed at achieving organizational goals (Grawitch, et al., 2017; Meyer, 2019; Meyer, and Parfyonova, 2010). When employees experience low job satisfaction and organizational experience low commitment, it can be very costly. Employee low commitment is as result of low pay (for lower level positions) and little opportunity for advancement. Absenteeism may also be a very costly issue because it can result in reduced productivity when lowly committed employees do not see any link between the tasks they do and the organization's profitability. To solve the problems of high turnover and absenteeism, it is important to analyze the two variables being studied and determine the factors that would affect commitment (Cote & Heslin, 2013). At times, employees may not leave an organization even when they are dissatisfied or do not feel committed to the organization. This makes studying the two variables serve an even greater importance. When workers are dissatisfied, this may create grievances, which can lead to a lower level of employee commitment.

In Nigeria, commitment affect the personal life of employees which results in low performance of employees (Aminah 2018). Meyer, and Parfyonova, (2010) posit that work and family conflict is inversely linked to employees' commitment. It is examined that work and family conflict decreases employee satisfaction, increases employees stress and decreases performance. Moreover, recent studies have shown that high commitment practices can work well synergistically and a reflective of a general commitment strategy (Gagné, et al., 2018). Furthermore, high commitment work practices do improve performance, labour productivity and the quality of service (Meyer, 2009). Despite a variety of studies into organizational performance on organizational, the majority of previous studies have focused on employee's satisfaction to organization performance, very little is known about the employees' commitment and organizations performance, this is the focus of this study.

Objectives of the Study

The general objective of this study is to investigate the effect of employees' commitment on organizational performance in hospitality industries South-East, Nigeria. Specific object are to:

1. Examined the effect of affective commitment on organization performance in hospitality industries South-East, Nigeria.
2. Determine the effects of continuance commitment on organization performance in hospitality industries South-East, Nigeria.
3. Investigate the influence of normative commitment on organization performance in hospitality industries South-East, Nigeria.

Research Questions

The following research questions were formulated in line with the objectives of the study

1. To what extent does affective commitment on organization performance in hospitality industries South-East, Nigeria

2. To what degree does continuance commitment on organization performance in hospitality industries South-East, Nigeria
3. To what extent does normative commitment on organization performance in hospitality industries South-East, Nigeria

Hypotheses

The following null hypotheses were formulated in line with the objectives of the study to give direction to the study at 0.5 level of significant

Ho_1: Affective commitment has no significant positive influence on on organization performance in hospitality industries South-East, Nigeria.

Ho_2: Continuance commitment has no significant positive effect on organization performance in hospitality industries South-East, Nigeria.

Ho_3: normative commitment has no significant positive effect on organization performance in hospitality industries South-East, Nigeria.

REVIEW OF THE RELATED LITERATURE

Conceptual Framework

Employee Commitment

It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis Mowday, Porter, & Steers (2012). Currently employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove one the best amongst all others (Mowday et al., 2012). Increase in commitment level of employees in organization ultimately increases the performance of their employees. In past organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity (Abelson, 2016). Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better employee performance that leads to organizational success. The employee performance can also be increased when the employees are more satisfied with their job and duties as well. Their satisfaction may depend on the rewards system, the organizational culture and employee knowledge sharing (Mowday et al., 2012) Meyer, Stanley and Parfyonova (2012) who define commitment using a multidimensional approach and consider it to have affective, continuance and normative perspectives. The affective dimension of commitment refers to an emotional attachment to and involvement with an organisation; continuance commitment denotes the perceived costs of leaving an organisation; and normative commitment refers to the felt responsibility to support and remain a member of an organisation. Thus it can be discerned from definitions such as the one above, that employee commitment is a bond between the employee and the organisation such that he/ she (the employee) wants to continue serving the organisation and to help it achieve its objectives.

The importance of "employee commitment" is well captured by different authors. Yilmaz and Çokluk-Bökeoğlu (2008) expound that employees with high organisational commitment feelings affect organisational performance in positive ways because they lessen the frequency of performing negative behaviour and improve quality of service. A committed employee is a more compatible and productive individual who has higher levels of satisfaction, loyalty and responsibility. They continue to observe that organisational commitment not only increases the success in a certain role, but also encourages the individual to achieve many voluntary actions necessary for organisational life and high standard system success. Park, Christie and Sype (2014) advance that committed employees may be more likely to engage in organisational citizenship behaviours that is, extra-role behaviours, such as creativity or innovation which are often what keep organisations competitive. Creativity according to Bosiok and Sad (2013) is the ability to think in ways and forms that are new, different and not seen in other individuals. Other authors propose that employee commitment reduces employee turnover. Lambert and Hogan define employee turnover as the situation by which employees either voluntarily quit or are involuntarily terminated from their jobs. Allen, Bryant and Vardaman (2010) explain that with voluntary turnover, the employee initiates the quitting of the job; for example, quitting and taking another job while involuntary turnover is initiated by the organisation; for instance, when a company dismisses an employee due to poor

performance or when there is organisational restructuring. Lambert and Hogan (2009) state that committed employees are loyal to the organisation, share its values, and identify with the goals of the organisation.

Affective commitment: Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organisation. Employees with a strong affective commitment continue employment with the organisation because they *want to*. According to Mowday (2012), the antecedents of affective commitment generally fall into four categories: personal characteristics, structural characteristics (organisational), job-related characteristics, and work experiences.

Continuance commitment: Continuance commitment refers to an awareness of the costs associated with leaving the organisation. The potential costs of leaving an organisation include the threat of wasting the time and effort spent acquiring nontransferable skills, losing attractive benefits, giving up seniority-based privileges, or having to uproot family and disrupt personal relationships. Apart from the costs involved in leaving the organisation, continuance commitment will also develop as a function of a lack of alternative employment opportunities. Employees whose primary link to the organisation is based on continuance commitment remain because they need to.

Normative commitment: Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organisation. Wiener (12012) suggests that the feeling of obligation to remain with an organisation may result from the internalization of normative pressures exerted on an individual prior to entry into the organisation (family or cultural orientation), or following entry (organisational orientation). However, normative commitment may also develop when an organisation provides the employee with "rewards in advance" (eg paying collegetuition), or incurs significant costs in providing employment (eg head-hunting fees or the costs associated with job training). Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organisation until the debt has been repaid (Scholl, 1981).

Theoretical Framework

This study is suitably anchored on Affective Events Theory (AET) propounded by Howard in (1974). The theory explains how emotions and moods influence employee commitment, organizational performance and job satisfaction. It emphasizes the linkages between employees' internal influences such as cognitions, emotions, mental states and employees' reactions to such incidents that occur in their work environment which affect their job performance, commitment and job satisfaction. This theory stresses that affective work behaviours are explained by employee's mood and emotions while cognitive based behaviour is the best predictor of job satisfaction. Affective events theory maintains that positive-inducing (up lifts) as well as negative inducing (hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon workers job satisfaction. The result of internal factors such as cognition, emotions, mental states and external affective reactions displayed through job satisfaction, job performance and employee commitment? The theory also posits a positive relationship among job satisfaction, commitment, recognition, market share and retention or turnover in the organization. Workers who report low satisfaction are likely to engage in planned quitting whereas employees who report high job satisfaction will remain, display high level of commitment, influence organizational market share locally and internationally and invariably leads to recognition of the employees and the organization locally and globally. The increase in market share of the organization's products/services as a result of general acceptance of the organization's offerings influences both the employees and the organization locally and internationally and as well lead to increase in the profitability of the organization. In hospitality industry, employee's commitment is affected by events within the working environment like the level of share of the market of the company's products/services, the level of acceptance or recognition of the presence of the company locally and globally, the level of profitability of the company which may lead to job satisfaction and retention or intention to quit which in the long run affect the sustainability and overall performance in the hospitality industry. In this regard, the application of affective events theory influences the banks' leaders to consider the performance of developed hotels in

the global financial markets and strategize their effort toward improving their performance locally and globally through value reorientation of their employees. Affective events theory enables banks to change their market orientation. This is because market orientation is the organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations wide responsiveness to it.

The affective events theory maintains that organization culture that most effectively and efficiently created the necessary behaviours for the creation of superior value for buyers and continuous superior performance for the business should be applied and this can be done through market orientation. Market orientation according to theorists emphasized the set of beliefs that putting the customers' interest first while considering the employees and other stakeholders will lead to development of a long term profitability enterprise (Adderson, 2004). The performance of banking industry solely depends on the degree/rate of market orientation which will influence both customer loyalty and market share toward global recognition and profitability/sustainability in the business environment. Using the overall measure of market orientation, Farzad, (2008) in his study of strengthening the satisfaction-profit chain, found that market orientation was positively related to the firm's self-reported performance measure. Also, Gron (2000) found that there was a positive correlation among market orientation, customer satisfaction and loyalty in the banking industry.

Empirical Review

Norizan, (2020) examined the relationship between components of organizational commitment and job satisfaction among employee at higher learning education institutions in Kelantan. Therefore this study could make important contribution to extant research in management and organizational behavior. In the beginning of this study, the purpose, research question, and the need for the study is given. Then, literature is discussed about organizational commitment and job satisfaction that focusing on the relationship between them. The study generated a 96.3 percent response rate from 300 respondents. The result showed that affective, continuance and normative commitment that was not found to have significant positive relationship with job satisfaction.

Quresh, Zaman and Shah (2018) examined the relationship between employee commitment rewards and organizational performance. The descriptive survey method was adopted for this study. Questionnaire was use to collect data from 470 respondents in Pakistan in cement industry. The study engaged Spearman's correlation method to test hypotheses formulated for the study at .01 level of significance. The study also found that recognition employee commitment used in cement factories are good for the maximum organizational performance.

Udo-Anyanwu and Amadi (2018) studied employee commitment and job satisfaction of librarians in academic libraries in Imo State, Nigeria. It was carried out to determine the relationship between employee commitment and job satisfaction among library staff in tertiary institutions in Imo State. Correlational research design was adopted. Pearson Product Moment Correlation and t-test were used in testing hypotheses. The result of the study showed that majority of the library staff indicated that they were highly commitment with their job. There is a positive relationship between level of employee commitment and job satisfaction among library staff.

Bipeledei and Dickson (2018) studied employee commitment to work as an ingredient for service delivery of selected firms in Bayelsa State. Ten research questions were posed based essentially in testing employee commitment to work and the experiences they gain as team players. The random sampling method was adopted to ensure adequate representation of the entire element under studied. Questionnaires were designed, distributed, collected and analysed. The results of the study revealed that there is a significant relationship between employee commitment to work and increase in productivity in the firms. It was recommended amongst others that to increase productivity and harmony in the working place, management should crave the enabling environment to motivate employment to be committed to work and put in their best so as to increase productivity.

Teferi, (2017) examined the effect of employee commitment practice on organization performance with special reference to catering and tourism training institute. Explanatory method of research was adopted. A questionnaire designed to collect the data on the factors related to rewards like pay/salary, benefit,

promotion, working condition, responsibility, recognition and organization performance. Total number of respondents in this study was 75 with 6 non-response rate. Primary data was gathered using adopted questionnaires. Descriptive statistics was used to summarize the data. This includes Percentage, frequencies mean and standard deviation. Tables and other figural presentations were appropriately used. Correlation analysis was used to identify the relationship between employee commitment and organization performance. The findings obtained indicated that employee commitment have a positive influence on organization performance.

Omokorede, (2017) studied employee commitment and organization performance of selected manufacturing companies in Lagos State, Nigeria. This study adopted survey research design. The target population comprised of 3105 staffs of technical/production department in the three manufacturing companies in Lagos state Nigeria Taro Yamane's formula was used to determine the sample size of 459 respondents. Data were analyzed using descriptive statistics (Frequencies, percentages, inferential statistics (regression).The findings revealed that there was a significant positive relationship between sense of accomplishment and employee task performance. Recognition & appreciation has a significant positive effect on organizational performance. Salary & wages has no significant positive effect on organization performance. Fringe benefits has a significant positive effect on employee's performance. It was concluded that employee commitment variables had positive effect on organizational performance .It was recommended that organizations should ensure that they provide the needed motivation, compensation or remunerate that will spur employees to act towards commitment their task performance.

METHODOLOGY

The study adopted descriptive survey approach. Primary sources of data were employed in this study. The target population of this study was limited to employees working at the selected hospitality industry, within South-East Nigeria. The research population comprised 2836 employees working in these hospitality industries. The total population sample was 2836 employees of the (15) selected hospitality industry in South-East. The simple size is 533 Using statistical formula devised by Borg and Gall (1973). The researcher used structured questionnaire. The questionnaire contains both open-ended and closed-ended questions. Face and content validity approach was adopted. Test re-test method was carried out to achieve reliability. The collected data was analyzed using quantitative data analysis methods. The study employed means, standard deviations and correlations to determine the effect of each independent variable on the dependent variable. Employee commitment and organizational performance were regressed against the four independent variables using the regression model. The study employed Multiple Regression Analysis (MRA) method to evaluate the effect of employee commitment on organizational performance in hospitality industries.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The data generated from the employees of the selected sampled hospitality industries were presented, analyzed and interpreted. A total of four hundred and thirty three copies of the questionnaire were distributed to the respondents, out of which four hundred copies of questionnaire were properly filled and found relevant to the study. This shows a response rate of 99.5 percent. Therefore, the analysis in this was based on the four hundred relevant copies of questionnaire.

Questionnaire Distribution Analysis

Table 1: Questionnaire Response Rate

ITEMS DISTRIBUTED	NUMBER	PERCENTAGE
Copies of the questionnaire distributed	433	100
Copies of the questionnaire Returned	433	100
Copies of valid questionnaire	400	92.4
Copies of invalid questionnaire	33	7.6
Missing copies of questionnaire	-	-
Total	**443**	**100**

Author's compilation 2021

A total of four hundred and thirty three copies of questionnaire were distributed to the respondents, out of which four hundred copies of questionnaire were returned properly filled and found relevant to the study. Thirty three of questionnaires were not properly filled. Therefore, the analysis in this section was based on the four hundred relevant copies which represent 92.4% of the entire copies (400).

Test of Hypotheses

Hypothesis One

Ho: Affective commitment has no significant positive influence on on organization performance in hospitality industries South-East, Nigeria.

Ho_1: Affective commitment has a significant positive influence on on organization performance in hospitality industries South-East, Nigeria.

Table 2: Regression analysis showing the effect of affective commitment on organizational performance in hospitality industries in South-East, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
(Constant)	34.044	2.662		12.786	.000
Affective commitment	2.752	.168	.636	16.431	.000

Multiple R=0.636, Multiple R^2=0.404, Adjusted R^2=0.403, $F_{1.398}$=269.971

***p<0.05**

Table 2 revealed that affective commitment has a significant positive influence on organization performance in hospitality industries South-East, Nigeria.. (t =16.431, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (affective commitment) and organizational performance in hospitality industries in South-East, Nigeria (r = 0.636, p<0.05). The value of the coefficient of determination (R^2= 0.404) indicates that affective commitment accounted for about 40.4% (R^2 x 100) of the observed variance in organizational performance in hospitality industries in South-East, Nigeria while the remaining 59.6% unexplained variance is largely due to other variables that can account for organizational performance in hospitality industries in South-East, Nigeria. The calculated F-ratio (269.971) is statistically significant at 0.05 level of significance.

Hypothesis Two

Ho: Continuance commitment has no significant positive effect on organization performance in hospitality industries South-East, Nigeria.

Ho_1: Continuance commitment has no significant positive effect on organization performance in hospitality industries South-East, Nigeria.

Table3: Regression analysis showing the effect of Continuance commitment on organizational performance in hospitality industries

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
(Constant)	36.496	1.834		19.901	.000
Continuance commitment	2.696	.119	.750	22.613	.000

Multiple R=0.750, Multiple R^2=0.562, Adjusted R^2=0.561, $F_{1.398}$=511.350

***p<0.05**

Table 3 revealed that continuance commitment has significant positive effect on organizational performance in hospitality industries in South-East, Nigeria. (t =22.613, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (continuance commitment) and on organizational performance in hospitality in South-East, Nigeria (r = 0.750, p<0.05). The value of the coefficient of determination (R^2= 0.562) indicates that continuance commitment accounted for about 56.2% (R^2 x 100) of the observed variance in organizational performance in hospitality industries industry in South-East, Nigeria while the remaining 43.8% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (511.350) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in on organizational performance in hospitality industries in South-East, Nigeria.

Hypothesis Three

Ho: Normative commitment has no significant positive effect on organization performance in hospitality industries South-East, Nigeria.

Ho: Normative commitment has no significant positive effect on organization performance in hospitality industries South-East, Nigeria.

Table 4: Regression analysis showing the effect of normative commitment on organizational performance in hospitality industries in South-East, Nigeria

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
	B	**Std. Error**	**Beta (β)**		
(Constant)	31.386	2.585		12.143	.000
Normative commitment	2.908	.162	.669	17.959	.000

Multiple R=0.669, Multiple R^2=0.448, Adjusted R^2=0.446, $F_{1.398}$=322.540

***p<0.05**

Table 4 showed that normative commitment has significant and positive effect on organizational performance in hospitality industries in South-East, Nigeria. (t =17.959, p<0.05).The null hypothesis is rejected. The table reveals that there is significant multiple correlation between the predictor variable (Normative commitment) and organizational performance in hospitality industries in South-East, Nigeria (r = 0.669, p<0.05). The value of the coefficient of determination (R^2= 0.448) indicates that normative commitment accounted for about 44.8% (R^2 x 100) of the observed variance in organizational performance in hospitality industries in South-East, Nigeria while the remaining 55.2% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (322.540) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in organizational performance in hospitality industries in South-East, Nigeria.

Summary of Findings

1. Affective commitment has a significant positive influence on organization performance in hospitality industries South-East, Nigeria.. (t =16.431, p<0.05).
2. Continuance commitment has significant positive effect on organizational performance in hospitality industries in South-East, Nigeria. (t =22.613, p<0.05).
3. Normative commitment has significant and positive effect on organizational performance in hospitality industries in South-East, Nigeria. (t =17.959, p<0.05).

CONCLUSIONS

Based on the foregoing, we therefore, assert that highly committed employees contribute greatly to organizational performance. Nevertheless, the nature of organizational commitment matters since both affective, normative and continuance commitment have been found to positively affect organizational performance. Given that among the three components of commitment, affective commitment has the most effect on organizational performance, it is therefore pertinent that The study therefore concludes that employee commitment has significant positive effect on organizational performance in hospitality industries in South-East, Nigeria

RECOMMENDATION

1. Organizations should concentrate on creating work environments that will boost the affective commitment of employees as this will enable them work towards the attainment of organizational goals and objectives, thereby improving the overall performance of the organization
2. Organization should maintain employee productivity and encourage retention so as to minimize employee turnover since the study has shown that normative commitment greatly influence the level of organizational performance amongst the employees.
3. Work environment should provide a free flow of communication and easy receipt of feedback for job done and leave of absence policy such as study leave, compassionate leaves, sabbatical leaves, maternity leaves, paternity leaves should be provided by the organization to their employees to enhance continuance commitment.

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