

Estimating Natural Volatility Of Organizational Performance Due To Volatile Employee Commitment

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Abstract

Understanding the phenomenon of 'Employee Commitment' is very crucial to predict its impact on Organizational performance. When each employee is committed to the achievements of organizational objectives, organisation can reaches to highest level of performance. The employees in Assosa zone public sector offices play decisive role to serve the public/customers in their respective offices. The objective of this study was to determine the effects of employee commitment on organisational performance. Affective commitment, continuous commitment and normative commitment dimensions are considered to determine the levels of employees' commitment and its impact on organisational performance Assosa zone public sector offices. The research design of this study is a descriptive and explanatory research design. The collected data from the respondents was analyzed by mean standard deviation, percentage and a regression analysis was performed to determine the association between dependent and independent variables. Employees' affective and normative commitments were found to have appositive significant effects on the organizational performance whereas continuous commitment has no significant effect on organizational performance in the study area. Public service organisations are thus suggested to improve their organisational by introducing the organizations mission and objectives, designing motivational package, and establishing sustainable regular training programs.

Keywords: Employee Commitment; Organisational Performance; Motivation

1. Introduction

Successful organizations depend on the high performance of their employees to meet their objectives. Committed employees develop a bond with an organization and that creates better organizational performance. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better (Demovsek 2008). Nowadays, it becomes necessary for every organization to find many ways to increase their performance. One of the ways to increase the employees' performance by the job characters' tics need to contribute by employee commitment (Nigari 2018). This often opens up a debate of whether employees stay

in the organization because they have to or because of commitment to the organization (Igella, 2014). In Benishangul Gumuz Regional Civil Service Commission's planning and budgeting directorate, in which the research was a also member, had visited the Zonal sector human resource offices to collect data to plan human resource budget and to evaluate the performance of those offices according to their plan for each year. During that visit; employees has expressed dissatisfaction in their work place, some of the employees are always late to come to their offices, some of them absent, and the zonal sector offices report and plan were delay to submit to the regional public services.

Whether the employees of Assosa zone public sector offices are committed to their organizations or not have not yet been studied and it needs thorough investigation. The researcher is highly motivated to do a research on employees' commitment on organizational performance in Assosa zone public sector offices. The study is executed with following objectives: To assess the level of employees' commitment towards organizational activities. In the case of Assosa zone sector offices; To identify the status of organizational performance in Assosa zone sector offices; To investigate the effects of employees' commitment on organizational performances in Assosa Zone sector offices.

2. Review of related literature

Continuance commitment is the extent to which employees stay in the organization because of recognition of the costs associated with leaving the organization as cited in (Thile, 2015) (Balassiano&Salles, 2012). Other factors are lack of another job to replace the one that they have left, or feeling the personal sacrifices that come with leaving are considerably high. Employees feel the need to stay in the organization with continuance commitment as cited in (Thile, 2015) (Balassiano&Salles, 2012). An affective commitment occurs when employees commit because they

want to, not because they have to as cited in (Thile, 2015) (Kimura, 2013). Organizational Commitment (OC) will be presented primarily from the behaviorist's paradigm as cited in (Mguqulwa, 2008) (Ivey &Simek-Downing, 1980).

This paradigm is concerned with the observable, immediate and durable action in the life of the individual. It assumes that the human condition can be studied objectively and predicted and that the success of predictions and interventions can be measured. It postulates that an individual's behavior is directly related to events and stimuli in the environment, and that behavior develops and maintains itself through a system of rewards or rein forcers and punishments. Also, behavior volatility must be relevant to the individual. Organizational dependability can also be looked at using the psychological approach, which conceptualizes commitment as an attitude or an orientation towards the organization that links or attaches the identity of the person to the organization because of its positive attitude towards retaining their employees as cited in (Igella, 2014) (Khyzer,2011).

The three components of this orientation consist of identification with the goals and values of the organization, high involvement in its work activities and a strong desire to maintain membership in the organization (Igella, 2014) (Khyzer, 2011). As cited in (Sarbessa, 2014), Research finding of Benjamin (2012) on HR Climate and employee commitment in Nigerian Banks show that a human resource climate influences Affective Commitment more than it does for continuance and normative commitment. It is also showing that although HR climate positive correlates with both normative and continuance commitment, the relationship is not so strong. Affective commitment is an employee's psychological attachment to the organization. The employees satisfied with their life lead to various downstream emotional effects on costumer attitude and behavior that benefit organization (Afroz, 2013).

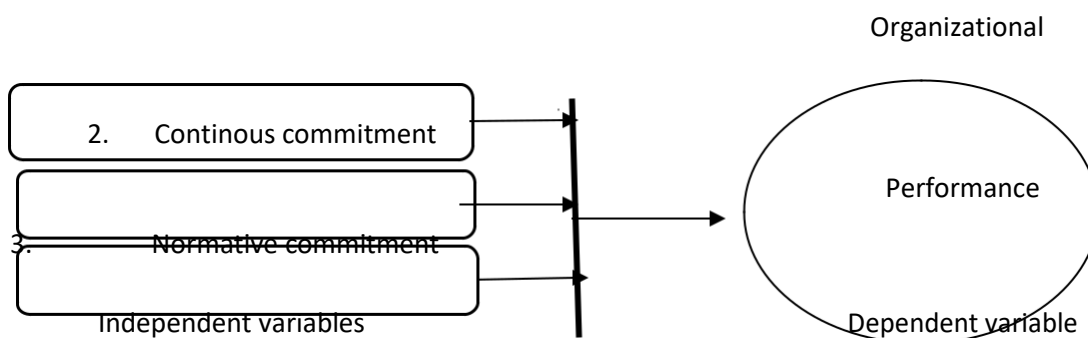
As cited in (Pushpakumari, 2008); Mirvis and Lawer (1977) were being produced conclusive findings about the relationship between job satisfaction and performance; and attempting to measure the performance of bank tellers in terms of cash shortages, their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their jobs. Before this year, as cited in (Pushpakumari, 2008); Kornhanuser and Sharp (1976) were conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector. Many of the studies they were found that a positive relationship existed between job satisfaction and performance. As stated in (Masihabadi, 2015); Chan and Qiu (2011) were examined the relationship between job satisfaction, and organizational commitment of migrant workers. They found that migrant workers were satisfied with their jobs and were committed to their organizations. This research also indicated that job satisfaction had significant positive correlation with organization commitment. Organizational support means according to that “employees develop global beliefs concerning the extent to which the organization values their contribution and cares about their well-being.”

Organizational support seems to have a positive relationship with commitment. It includes support from seniors, peers and juniors. Good team-spirit and mutual respect & support facilitate harmonious work relationship, happy work-relations and have been found to have positive relationship with organizational commitment as cited in (Srivastava, 2014) of (Gonzalez and Guillen (2008), to stay committed, employees should feel valued and recognized by management. Assessment conducted by (Latif, 2013), there is an imperative relationship between employee and organization. So, managers are believed to develop a role relationship in which actions and decisions should promote the interest of organization. Employee involvement and contributions in organization is outcome of the interest. The quality of employee organization relationship requires fulfillment of needs, quality of interaction, adaptability and identification.

Figure 1:-Conceptual Framework of the study

Factors of employee commitment

1. Affective commitment



Source: Developed by Researcher

3. Research Methodology

The study area was limited to sixteen (16) Assosa Zone sector offices found in Benishangul Gumuz Regional state, North western Ethiopia. Assosa Zone is one of the three Zones in Benishangul-Gumuz Regional State of Ethiopia, which is bordered on the south by the Mao-Komo special Woreda, on the west by Sudan, on the northeast by the Abay River which separates it from Metekel and on the east by the Dabus River, which separates it from Kamashi. In this study, descriptive and Explanatory research design used to investigate the effect of employees' commitment on organizational performances in public sector offices of Assosa Zone.

In this study quantitative research method was used in order to describe what sort of relationship that would exist among different variables related to the effect of employee commitment on organization performance by gathering data from respondents. The primary data were sourced from employees selected public sector offices of Assosa Zone. These data were collected from all level of employees those have experience more than two years in their current serving organizations. Secondary data that relevant to the study was collect from various published and unpublished sources such as published books, Research document and magazines.

The study population includes all the 16 public sector offices of Assosa Zone comprising 427(four hundred twenty-seven) employees with varied backgrounds and professions. All these 16 organization are stratified across four stratum like legal and security organizations; social welfare and development organisations; health and education organisations; and revenue and economic organisations. Researches have selected one organisation from each stratum based on the employee number of the organisation. Since many of the organisations have very few employees, researchers have resolved to consider the organisation which has highest number of employees in each stratum. The details of the selected organisation are presented in the following table.

Table 3. 1: Target Population and Sampling Proportion

S.NO.	Sectors Name	Target population	Sampling Proportion
1	Assosa Zone higher court	52	$52/210 \times 143 = 35$
2	Assosa zone commerce and urban development	61	$61/210 \times 143 = 42$
3	Assosa zone finance and economic development	57	$57/210 \times 143 = 39$
4	Assosa Zone health office	40	$40/210 \times 143 = 27$
	Total	210	143

Source: Assosa zone public service and human resource development office annual report, obtained by the researcher in each office in 2012/2019

The sample size was determined by using Watson, (2001) sample size determination formula with 5 percent marginal error and 95 percent confidence interval. The motive behind using this formula was that it would provide the appropriate sample size for population of known size by clearly applying the possible variation that exists among the study participants. The researcher has employed random sampling technique to select sample from each sector offices.

Therefore, the sample will be:

$$n = \frac{Z^2 \cdot P[1-P]}{R^2} = 143$$

R

Source; Watson, (2001)

Where;

n= Sample size required for the study from the total population;

N= Number of total employees working in 4 selected public sector office (**210**)

P= Estimated variance in a population as a decimal of 0.5 for 50-50 which indicates the variability of

effect of employee commitment on organizational performance is 50 percent. A= Precision desired, expressed as decimal of 0.05 for 5 percent; Z= Confidence level of 1.96 for 95 percent; and

R= Estimated response rate, as decimal of 0.95 for 95 percent response to be returned.

In this study, the researchers have followed the survey and interview method to solicit the respondents' opinion on the research questions. In this study Closed ended questionnaire was used for data collection. The researcher has administered the questionnaire to solicit employees' responses on various questions mentioned in the questionnaire. The questionnaire was partitioned in to two parts such as demographic questions and content questions that are standardized on employee commitment and organizational performance.

The study is to know the effect of Employee commitment on organizational performance. For the purpose of this study a questionnaire was developed with 27 items. from those 27 questions 19

standardized questions adopted from the data collection instrument developed by Allen and Meyer's

(1990) to measure the Employee Commitment level in the organizations and the rest of 8 questions

which were framed by the researcher up on reviewing literature to measure the Organization

Performance. All the responses for content questions were measured using a 5-point Likert scale

from strongly disagree to strongly agree. High score shows higher agreement with respective

statement and the lower score represent the lesser agreement. The list of variables for which

constructs were developed in the questionnaire are listed in the following table.

Table 3.3 Measurement of Variables

Independent variables	Dependent variable
Employees commitment	
i) Affective commitment	Organizational performance
ii) Continuous commitment	
iii) Normative commitment	

Validity refers to the degree to which an instrument measures what it is supposed to measure, and, consequently, permits appropriate interaction of scores (Muijs 2004) and (Cohen, Manion & Morrison, 2007). Therefore, To ensure validity of instruments A pilot study was conducted to determine the accuracy of the research instruments in obtaining the required data.

A total of 20 employees those were included in the pilot study of which 10 employees of Assosa zone agricultural sector and 10 employees of Assosa zone females, youth and children sector offices.

Additionally, the reliability of the instrument was measured by using Cronbach alpha test. It is found that Affective commitment Cronbach alpha is 0.88, Continuous commitment Cronbach alpha is 0.79, Normative commitment Cronbach alpha is 0.78 and for organization performance questions Cronbach alpha

is 0.82 the average total reliability result is 0.82 indicating questions in each construct are measuring a similar concept as intended.

The collected data were checked for completeness and consistency of the responses, edited and then entered in Statistical Package for Social Science (SPSS) version 20 software. The combinations of both descriptive and inferential analysis techniques were employed. For descriptive analysis the techniques like table, mean, standard deviation were used. Multiple linear regression analysis employed to determine the cumulative effect of independent variable (each employee commitment variable) on dependent variable (organizational performance).so far, so as to investigate their association.

4. Data Analysis

In this study, the data were collected by distributed questionnaires a total of 143 employees of Assosa Zone sector offices, among those 136 were filled and returned by the respondents and this made a return rate of 95.1%. These data were collected from 136 employees of Assosa zone public service was coded, entered in the SPSS version 21 software and, analyzed and interpreted.

First, the study started with discussion of employees affective, continuous and normative commitments and organizational performance was described respectively. Finally, the regression analysis of independent variables with dependent variable were described under this chapter.

Profile of the Respondents

The demographic profile of the respondents was analyzed using frequency tables and simple percentage method.

Table 4.1: Gender variation of the respondents

Sex	Frequency	Percentage (%)
Male	66	48.5
Female	70	51.5
Total	136	100

Source: Field Survey, 2019

Table 4.1 above shows that the male respondents represent 48.5% of the total respondents, while 51.5% of the respondents are female. It could be deduced from this simple fact that higher percentage of the Assosa zone public service employees are female.

Table 4.2: Age variation among respondents

Age	Frequency	Percentage (%)
Under 20 years	0	0
21-30 years	29	21.32
31-40 years	79	58.09
41-50 years	22	16.18
51-60 years	6	4.41
Above 60 years	0	0
Total	136	100

Source: Field Survey, 2019.

Table 4.2. above show that majority (58.09%) of the respondents are between the ages of 31 and 40 years, then followed by the respondents that are between the ages of 21 and 30 years-21.32%. This was followed by 16.18% for the respondents that are between the ages of 41 and 50 years while none of the respondents. None of the respondents is below the age of 20 and above 60 years. It could be deduced from the result that the ages between 31 and 40 years and between 21 and 30 years are mostly employed by Assosa zone public service offices probably because of their youthfulness and agility. The applicants between the ages of 21 and 30 and those between 31 and 40 are employers' favorites because they are still very active and interested in building a strong foundation for their career.

Table 4.3: Education level variation among respondents

Educational Qualification	Frequency	Percentage (%)
First school leaving certificate	5	3.7
Diploma level	42	30.9
BA Degree/First Degree	84	61.8
Postgraduate Degree	5	3.7
Total	136	100

Source: Field Survey, 2019

Table 4.3 above show that majority of the respondents had University first degree i.e. 61.8% followed by diploma level i.e. 30.9%; then Secondary School Certificate and post graduate degree Holders are equally i.e. 3.7%, of the respondents are professional qualification holders and postgraduate degree. Since the lowest educational qualification of the respondents is first school leaving Certificate, it is an indication that the Staff of Assosa zone public service is educated. This may enable to get reliable data to arrive at better generalization.

Table 4.4: Distribution of Respondents by Years of Experience in current office

Length of Service	Frequency	Percentage (%)
Below 5 years	91	66.91
6-10 years	36	26.47
11-15 years	4	2.94
Above 15 years	5	3.68
Total	136	100

Source: Field Survey, 2019.

From the questionnaire collected, which is presented in table 4.4 above, more than half of the respondents (66.91%) have spent less than five years in AZPSOs. 26.47% of the respondents have spent between 6 and 10 years in the AZPSO. while only 3.68% and 2.94% of the respondents have spent between 11 and 15 years and more than 15 years respectively with AZPSO.

It is evident from the above information that majority of the respondents have not spent much time in the company. This may indicate that most of AZPSO employees are youth and they may be energetic.

Descriptive analysis of Employees' commitment dimensions

The information collected from the respondents through the questionnaire on their level of commitment to the organization, and their perception of performance is described below

Estimating Employees' affective commitment:

It is observed from the table 4.5 that All of the items mean score were above the test mean value. the average mean value for employees are very happy being the member of the organizations is (3.29); enjoy discussing about their organizations with people outside it is (3.30), they really feel as if this organization's problems are their own is (3.24), they think that they couldn't easily become as attached to another organization as they are to this one is (3.32), they do feel like 'part of the family' at their organization is (3.24), they do feel 'emotionally attached' to this organization, is (3.32). Their organization has a great deal of personal meaning for them is (3.32) and they do feel a 'strong' sense of belonging to their organization is (3.37). The average of aggregate mean for all statements of the construct was (3.3) which indicated that there was moderate Affective Commitment

Table 4.5 Statement related to Affective commitment

Affective commitment	N	Mean	SD	Std Error
1.I am very happy being a member of this organization.	136	3.29	.678	.058
2.I enjoy discussing about my organization with people outside it.	136	3.30	.659	.057
3.I really feel as if this organization's problems are my own.	136	3.24	.672	.058
4.I think that I couldn't easily become as attached to another organization as I am to this one.	136	3.32	.676	.058
5.I do feel like 'part of the family' at my organization.	136	3.24	.647	.055
6.I do feel interested' emotionally attached' to this organization.	136	3.32	.663	.057
7.This organization has a great deal of personal meaning for me.	136	3.32	.685	.059
8.I do feel a 'strong' sense of belonging to my organization	136	3.37	.581	.050

Source: Survey data 2019

Estimation of employees' continuous commitment:

Continuous commitment dimension of employees' commitment measured by the table 4.6 below by 5(five) statements would employees prefer to stay continuously to serve for long period of time because of their interest for their organization rather prefer to left the organization by their Owen decision without organizational interference.

Table 4.6 Statement related to continuous commitment

continuous commitment	N	Mean	SD	Std Error
1.I worry about the loss of investments I have made in this organization.	136	2.87	.796	.049
2.If I wasn't a member of this organization, I would be sad because my life would be disrupted.	136	2.65	.838	.053
3.I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically.	136	2.82	.877	.053
4.I often feel anxious about what I have to lose with this organization".	136	2.88	.903	.064
5.Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member.	136	2.79	.827	.071

Source: Survey data 2019

It is observed from the table 4.6 that All of the items mean score were below the test mean value. the average mean value for employees worry about the loss of investments made in their organization mean score is (2.87), If they weren't a member of this organization they would be sad because their life would be disrupted mean score is (2.65) they are loyal to this organization because they have invested a lot in it, emotionally, socially, and economically mean score is (2.82), they often feel anxious about what they have to lose with this organization mean score of (2.88), and Sometimes they worry about what might happen if

something was to happen to this organization and they were no longer a member mean score of (2.79). The average of aggregate mean for all statements of the construct was (2.802) which indicated that there was minimum or below the average level of Continuance commitment.

Estimation of Employees' normative commitment:

Table 4.7 Statement related to employees' Normative commitment

Normative commitment		N	Mean	SD	Std Error
1.	I feel that I owe this organization quite a bit because of what it has done for me.	136	3.43	.651	.056
2.	My organization deserves my loyalty because of its treatment towards me.	136	3.37	.824	.071
3.	I feel I would be letting my co-workers down if I wasn't a member of this organization.	136	3.38	.860	.074
4.	I am loyal to this organization because my values are largely its values	136	3.35	.613	.053
5.	This organization has a mission that I believe in and am committed to.	136	3.27	.614	.053
6.	I feel it is 'morally correct' to dedicate myself to this organization.	136	2.48	.958	.082

Source: Survey data 2019

It is observed from the table 4.7 that All of the items mean score were above the test mean

value. the average mean value for employees are feel that they owe this organization quite a bit because of what it has done for them mean score is (3.43), their organization deserves their loyalty because of its treatment towards them is (3.37), they feel they would be letting their co-workers down if they weren't a member of this organization is (3.38), they are loyal to this organization because their values are largely its values (3.35), This organization has a mission that they believe in and are committed to is (3.27) and the six item was as they feel it is 'morally correct' to dedicate they self to this organization is (2.48). The average of aggregate mean for all statements of the construct was (3.3) which indicated that there was moderate Normative Commitment.

Estimation of organizational performance:

Perception of respondents about their organisational performance was measured by using the construct that contain 8 items and details are presented below the table 4.8.

Table 4.8: Descriptive analysis of organizational performance through individual employee performance

Organizational performance		N	Mean	SD	Std Error
1.	I improved the level of my customer care given in organization.	136	3.22	.640	.055
2.	I developed my Information accuracy level delivered in the organization.	136	3.37	.824	.071
3.	I decreased the number of Costumer Complaints on me in the organization.	136	3.38	.860	.074
4.	My organization delivered employee trainings to me in the organization.	136	3.39	.722	.062
5.	My organization gave me Performance Feedback.	136	3.29	.657	.056
6.	I developed my IT knowledge in the organization.	136	3.29	.559	.048
7.	I improved my level of service innovation in the organization.	136	3.24	.561	.060
8.	I improved my service delivery time in the organization.	136	3.33	.597	.051

Source: Own Survey Data, questioner 2019

It is observed from the table 4.8 that All of the items mean score were above the test mean value. the average mean value for employees performance in their Level of customer care given by them in the organization improved is (3.22), The level of Information accuracy delivered by them in the organization were developed is (3.37), The number of Costumer Complaints on them were decreased in the organization is (3.38), Employees Trainings were delivered to them in their organization is (3.39), Performance Feedback were given to them in the organization is (3.29), their IT knowledge were developed in the organization is (3.29), The level of service innovation by them in the organization were improved is (3.24), and Service delivery time given by them improved in the organization is (3.33). The average of aggregate mean for all

statements of the construct was (3.1985) which indicated that there was moderate organizational performance.

Effects of Employees commitment on Organizational performance

The regression analysis was made to know the effect of employee commitment dimensions

[Affective Commitment, Continuance Commitment and Normative Commitment] on Organizational

performance.

Table 4.9 Model Summary

Model	R	R square	Adjusted R square	Std. error of the estimate	Sig .
1	0.636 ^a	0.404	0.390	.18632	0.000

Predictors: (Constant), Affective, Continuance, Normative Commitment Dependent Variable:

Organizational performance; Source: Own Survey Data, questioner 2019

As indicated in table 4.9 the value of R Square the coefficient of determination indicates the explanatory power of the model in combination, Affective, Continuance and Normative Commitment, contributes about 40.4% of the variation to dependent variable organizational performance which is significant at 95% confidence level that the dependent variable explained by independent variable. The rest 59.6% of the variation in the dependent variable is explained by other variables.

Table 4.10 Regression Coefficients of Employee Commitment on Organizational Performance

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	β	Std. Error	Beta		
(Constant)	1.744	0.208		8.384	.000
Affective Commitment	.149	.031	.329	4.760	.000
Continuance commitment	-.009	.059	-.011	-.149	.881
Normative Commitment	.344	.051	.490	6.782	.000

Dependent Variable: Organizational performance Source: Own Survey Data, questioner 2019

The regression analysis as indicated in Table 4.10 above showed that the effects of affective commitment ($B=0.149$, $t=4.760$, $p<0.05$) and normative commitment ($B=0.344$, $t=6.782$, $p<0.05$) has positive statistically significant effect organizational performance. Whereas continuous commitment ($B=-0.009$, $t=-0.149$, $p>0.05$) on organizational performance was not statistically significant effect on organizational performance.

Accordingly, an increase in one unit of affective commitment result in 0.149 (sig. 0.000) changes the effect on organizational performance, While an increase in one unit of normative commitment result in a 0.344 unit (sig. 0.000) effect on organizational performance. Based on the

magnitude of weighted beta, it can be concluded that if all independent variables are ignored, then each organization under study have the value of 1.744 on the organizational performance. Nevertheless, if there is a unit of additional SD changes independent variables; affective commitment, continuous commitment and normative commitment then it is followed by the change in organizational performance with a value of 0.344 unit of normative commitment, 0.149 unit of affective commitment, and -0.009 unit of continuous commitment. As per the entire regression analysis, the moderate fit for the data is defined by the following equation:

$$Y = \beta_0 + \beta_1 AC + \beta_2 CC + \beta_3 NC + \epsilon$$

$$Y = 1.744 + 0.149(3.2108) - 0.009(2.802) + 0.344(3.1985) + \epsilon$$

$$= 1.744 + 0.47841 - 0.02522 + 1.10028 + \epsilon$$

$$=1.744+1.553+e$$

$$Y=3.29747$$

As the mean score result of Y, which is equivalent to the mean score of summarized descriptive statistics of variables under table (4.8) depict that the organizational performance could be significantly explained by the independent variables with zero noise (ϵ_0).

Discussions of major findings

The findings obtained from the study shows that the level of Employees Affective, continuous and normative commitment' mean value were average (moderate) level. The mean of affective commitment was at (3.2108) level, continuous commitment was at (2.802) level, and normative commitment was also above average level (3.1985) as shows in (Table 4.5). The results indicate that organizational performance of Assosa zone sector offices was above the average (3.20) level. According to the regression analysis in Table 8, the independent variables: employees' commitment model (affective and normative commitment) have statically significant effect on the dependent variable organizational performance.

The Effect of Affective Commitment on Organization Performance

The result of the study indicated that Beta (β) value (un standardized coefficient of regression) of AC was $\beta = 0.149$ and p-value (sig) = 0.000 which is $P < 0.05$. The Beta value (β) = 0.149 shows 1- unit increase in Affective Commitment will increase OP by 0.149, p-value =0.000 which is $P < 0.05$ shows that the effect of Affective commitment has positive significant effect on organization performance. This finding is in parallel with the study of Khan, (2010) which

investigated that the impact of Affective Commitment had a positive significant relationship to Organization Performance and found that there is positive relation between AC, and OP and conclude (OP) of the organization depends more upon the AC of the employees. Also Ali, (2010) found that there is positive significant relationship between Employee Commitment and Organization Performance, therefore concluded that organizations can improve their performance through employees' commitment.

The Effect of Continuance Commitment on Organization Performance

The result indicated that the Beta (β) value (un standardized coefficient of regression) of CC was $\beta = -0.009$ and p-value = 0.881 which is $p > 0.05$. The Beta value (β) shows 1- unit increase in Continuance Commitment will decrease Organization Performance by 0.009. The p-value= 0.881 which is $P > 0.05$ shows that the negative effect of CC has no significant effect on organization performance. This finding is contrary to Khan, (2010) which investigated that the impact of Continuance Commitment had a positive significant relationship to Organization Performance and found that there is positive relation between CC and OP and conclude (OP) of the organization depends more upon the Continuance Commitment of the employees.

This finding is contrary to Khan, (2010) which investigated that the impact of Continuance Commitment had a positive significant relationship to Organization Performance and found that there is positive relation between CC and OP and conclude (OP) of the organization depends more upon the Continuance Commitment of the employees. This finding is in agreement with findings of Alan and mi yer (1993) and Amini (2005). To explain this, it must be said that the employees stays in the organization and works their job due to costs of leaving and calculating the damage and profit he must undergo in case of living his job. In fact, the employees stay in the organization because they need their job, but does not have any feeling of affection or responsibility for the organization, and in case of having better opportunity, they are very likely to leave the organization. There for, this commitment does not have significant effect on their performance.

The Effect of Normative Commitment on Organizational Performance

The result indicated that the Beta (β) value (un standardized coefficient of regression) of Normative Commitment $\beta = 0.344$ and P value (sig), = 0.000. As the study result shows that $P = 0.000$, which is $P < 0.05$ showing the effect of Normative Commitment was positive significant effect on organization performance. The Beta value (β) shows that normative commitment has positive relationship with significant effect on organization performance within 95% confidence. The study finding is in line with Aqal Amin and Sonia Sethi (2013) which studies Normative

Commitment and their result indicates Psychological high Positive effect on employees Performance and concluded that Organization make Normative Commitment with employees on the bases of their positive attitude and behavior and required needs for improving the performance of the organization

5. Summary, Conclusions & Recommendations

According to the result of analysis the mean and standard deviation value of the respondents on Employees' Affective Commitment is 3.2108 with 0.33959 standard deviation; continuance commitment is $M=2.802$ with standard deviation of 0.8482; and Normative Commitment is ($M=3.1985$ with standard deviation of .645.

Among the three components of Employee Commitment Variables Affective Commitment has high mean value relative to the others Generally, in line to the first objective to determine the existing level of employee's commitment in AZPSOs the result of the analysis the level of employee commitment shows that there is a moderate level in Affective Commitment and Normative commitment. Whereas the level of continuance commitment is found below the average or minimum level of the three dimensions of employees' commitment, in the study's organizations.

It is observed from the Table 4.10 in the value of R Square the coefficient of determination indicates the explanatory power of the model has coefficients of determination, in Affective commitment is (0.149), Continuance commitment is (-0.009) and Normative Commitment is (0.344); contributes about 40.4% of the

variation to dependent variable organizational performance. which is significant at 95% confidence level that the dependent variable explained by independent variable. The rest 59.6% of the variation of the dependent variable is explained by other variables. Generally, the findings in respect to the result of analysis confirmed that there is highly positive effect of Affective and normative commitment on organizational performance in AZPSOs.

Conclusions of the study

The current research study has explored the link between employee commitment and organizational performance. Organizations can change the attitude and behavior of their employees to be committed to their institutions through the application of the employee commitment factors i.e. performance management, training and development systems. These determinants surely increase level of the employee's commitment which ultimately results in organization effectiveness. The result of the study brings out the fact that employee commitment is predictor of organizational performance. Enhancing of employee commitment is vital for effective functioning of an organization, and to make the organization grow and expand at a faster pace.

According to the results of the research

- ☐ The Employees Affective and Normative commitment have positive relationship with organization performance.
- ☐ The existing level of employees' commitment of the employees of AZPSOs are at Moderate level.
- ☐ The existing level of organizational performance of AAZPSOs are at moderate level. Furthermore, each of these three Employee Commitments dimensions were tested for their

influence on Organization Performance and the test revealed that the Affective and Normative commitment have significant effect on organization performance but Continuous commitment has no effect on Organization Performance. In this study it is found that the Organization performance depends more on the Affective and Normative commitment of the employees.

Recommendations of the study findings

Based on the findings and the conclusions made in this study, the following recommendations are provided to improve organizational commitment and to contribute for the further research in this discipline.

- ☐ Assosa zone public service sector offices ought to establish and maintain regular training program and should design training and development system.

- ⑦ Assosa Zone public service sector offices are recommended to show emphasis on employees' commitment and treat it's both negative and positive effects accordingly.
- ⑦ Assosa zone public service sector offices are advised to give attention to work environment such as proper work environment, fair and transparent treatment among staff members during promotion and other opportunity given to attract professional staff from outside.
- ⑦ To get maximum performance from staff of Assosa zone public service sectors, management should emphasize on developing motivational package in order to encourage creativity and competition among the staff.
- ⑦ When the employees feel that the organization spends time and money to prepare them for better working, employees feels a sense of duty to stay in that organization. Therefore, it is recommended to organizations to arise this feeling in their employees by making them aware of the costs that the organization has undergone to prepare and instruct them for their best performance to their job.

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