

**EMPLOYEE COMMITMENT AND ORGANIZATIONAL PERFORMANCE IN
SELECTED MANUFACTURING ORGANIZATIONS IN
KAMPALA UGANDA**

BY

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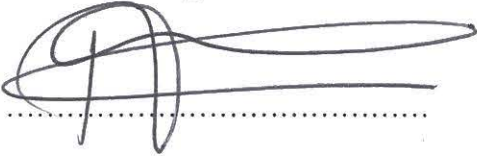
**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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APPROVAL

This is to certify that the research under the topic Employee commitment and organizational performance has been under my supervision and is now ready for submission to the college of economic and management.

Sign



Date

25/11/2016

Name: Mugume Tom (supervisor)

DEDICATION

I, am Abdulrahman Abubakar B.M hereby declare that this thesis is my original work and has not been submitted to any other university or institutions of higher learning for any academic award

Signature: ABD.

Date: 25/NOV/2016

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TABLE OF CONTENTS

APPROVAL.....	ii
DEDICATION	iii
ACKNOWLEDGEMENTS.....	iv
ABSTRACT.....	viii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.1.1 Historical Perspective.....	1
1.1.2 Theoretical perspective.....	3
1.1.3 Conceptual Perspective	4
1.1.4 Contextual perspective	5
1.2 Problem Statement.....	6
1.3 Purpose of the Study	6
1.4 Objectives of the Study	6
1.7 Scope of the study	7
1.7.1 Geographical Scope.....	7
1.7.2 Content Scope.....	8
1.7.3 Time scope.....	8
1.7.4 Theoretical Scope.....	8
1.8 Significance of the Study.....	8
1.9 Operational definition of the study	9
CHAPTER TWO.....	10
LITERATURE REVIEW	10
2.0 Introduction.....	10
2.1 Theoretical review.....	10
2.2 Conceptual framework	11
2.3 Related Literature.....	12
2.3.1 Affective commitment and organizational performance.....	12
2.3.2 Continuance Commitment and organizational performance	14
2.3.3 Normative commitment and organizational performance.....	16
2.4 Relationship between the employee commitment and organizational performance	18
2.5 Related studies on employees Commitment and organizational Performance.....	20
2.6 Research Gap	24
CHAPTER THREE.....	25
METHODOLOGY	25

3.0 Introduction.....	25
3.1 Research Design.....	25
3.2 Study Population.....	25
3.3 Sample size	25
3.4 Sampling Procedure	26
3.5 Data Sources	27
3.5.1 Primary data collection.....	27
3.5.2 Secondary data.....	27
3.6 Research Instrument.....	27
3.6.2 Interview Guide.....	27
3.7 Validity and Reliability of the Instrument.....	27
3.8 Data Gathering Procedures.....	29
3.9 Data analysis.....	29
3.10 Ethical Considerations.....	30
3.11 Limitations of the study.....	30
CHAPTER FOUR.....	31
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	31
4.0 Introduction.....	31
4.1 Demographic information	31
4.2Effect of affective commitment on performance of selected manufacturing companies in central, Uganda.....	33
4.2.2 Organizational performance of selected selected manufacturing companies in central, Uganda	35
4.2.3 Effect of affective commitment on performance of selected manufacturing companies in central, Uganda.....	37
4.3Effect of continuance commitment on performance of selected Universities in Mogadishu, Somalia	38
4.3.1 Continuance commitment and performance of selected manufacturing companies in central, Uganda.....	38
4.3.2 Effect of continuance commitment on performance of selected manufacturing companies in central, Uganda.....	40
CHAPTER FIVE.....	47
DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS.....	47
5.0 Introduction	47
5.1 Discussion of Findings.....	47
5.2 Conclusion	49
5.3 Recommendations.....	50
5.4 Areas of further research	50
5.5 Contribution to existing Knowledge	51

REFERENCES 52

Appendix i: Questionnaire 55

Appendix ii: Interview guide 59

ABSTRACT

The study to determine the relationship between employee commitment and organizational performance in selected manufacturing companies was guided by three objectives that included assess the effect of affective commitment on performance, effect of continuance commitment on performance examine the normative commitment on performance selected manufacturing companies . The study adopted a descriptive correlation survey design under quantitative and qualitative approaches. The data was acquired using the research questionnaire and interview guide and the returned questionnaires were 221. The findings revealed that affective commitment affect performance of the Universities by 13.4% of the respondents. Continuance commitment affected performance by 6.9% implying that other factors play much in affecting the performance while normative commitment has a 0.7% effect on performance of the selected manufacturing companies . The researcher concludes that on the first objective established that affective commitment of the employees in the organizations was inadequate quite below the required standards. The means and parameters set all were found insufficient though the effect for performance was positive it was not paramount further implying limited concerns for the performance of the organizations. The second research objectives concluded that continuance commitment among the employees in the selected manufacturing companies was not sufficiently prevailing, the effect of this commitment on organizational performance of selected manufacturing companies was found positive though not very important meaning that other factors account more to performance selected manufacturing companies under the study. The third objective presented and attained results showing that the normatively was found unsatisfactory implying that many respondents clearly showed that normative commitment has a great effect on performance. The researcher concluded that the level of normative commitment does not have a strong bearing on organizational performance in the selected manufacturing companies. The researcher recommends that organizations prepare a comprehensive and integrated system of performance management for building the employee commitment. Training and development programs should be designed in such way that they enable employees, enhancing of employee commitment is vital for effective functioning of an organization, and to make the organization grow and expand at a faster pace, Values alignment and identification is central to every conceptualization of employee commitment and the organization must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents background of the study, statement of the problem, purpose of the study objectives, research questions, hypothesis, and scope, significance of the study and operational definitions of key terms.

1.1 Background of the Study

This chapter presents historical perspective, theoretical prospective, conceptual perspective and contextual perspective.

1.1.1 Historical Perspective

In the past, employee commitment has concentrated on individuals' affective attachment to the organization, even though it has a number of facets that influence organizational outcomes. Meyer and Allen propose that Three components of commitment: affective (wanting to stay with an organization as a result of the "emotional attachment to, identification with and involvement in the organization", normative (feeling a moral obligation to stay with the organization) and continuance ("feeling stuck" and staying because it is too costly to leave) can develop from the way HRM practices are perceived. Commitment is a construct that seeks to explain consistencies involving attitudes, beliefs and behavior and involves behavioral choices and implies a rejection of feasible alternative courses of action" (Hulin, 1991, p.488).

Thus, these consistencies are usually seen as behavioral choices devoted to the pursuit of a common goal or goals (Hulin, 1991). Meyer and Allen (1997) have found that employee commitment consists of affective, continuance, and normative commitment. Affective commitment shows the extent to which the individual identifies with the organization (identification, involvement, and emotional attachment). Normative commitment described the extent to which an employee believes he/she should be committed to an organization and may be influenced by social norms. Continuance commitment describes an individual's need to continue working for the organization based on the perceived costs associated with leaving (Allen and Meyer, 1990; Meyer and Allen, 1991, 1997). These three dimensions suggest that people stay with their organization because they want to (affective commitment); because they feel they

bought to (normative commitment); and because they need to (continuance commitment). Meyer and Allen (1991) have found these are components of commitment can be experienced simultaneously to varying degrees.

The construct of employee commitment has been conceptualized in a variety of fashions. The bulk of research related to can be viewed in terms of attitudinal versus behavioral conceptualizations. Porter et al. (1974) defined employee commitment as "the relative strength of an individual's identification with and involvement in a particular organization" (Porter et al., 1974). Meyer and Allen (1984) later used the term affective commitment (AC) to describe an employee's emotional attachment to an organization because of a belief and identification with the organization's goals. The concept of employee commitment has been treated as a variable of interest in its own right and a variety of definitions and measures have been proposed (Mowday et al., 1982; Meyer et al., 1998). The concept has attracted more attention recently from organizational scientists, perhaps due to changes taking place in employment practices that have arisen from the international employment marketplace and increased alternatives for skilled employees in a global economy (Sullivan and Arthur, 2006).

Employee commitment has received a great deal of attention from organizational behaviorists (e.g. Allen and Meyer, 1990; Mowday, 1998). In sales and marketing it is considered an important central construct in understanding salesperson behavior (Brown and Peterson, 1993; Singh et al., 1996). By understanding commitment, practitioners will be in a better position to anticipate the impact of a particular policy or practice on the organization (Meyer and Allen, 1997; Bergmann et al., 2000). Employee commitment is a subjective measure that captures employees' perceptions of their identification with their organizations' core values, their intent to stay with their organization, and their willingness to exert more effort than expected by their organization (Mowday et al., 1979). Continuance commitment refers to the commitment employees experience towards the organization because of investments they have made or because of the costs associated with leaving the organization (Dipboye et al., 1994; Mathieu and Zajac, 1990). This form of commitment develops when employees realize that they have accumulated investments they would lose if they left the organization or because their alternatives are limited. The difference between affective commitment and continuance commitment is that employees high in affective commitment stay with the organization because

they want to, while employees high in continuance commitment stay because they have to (Meyer et al., 1990). Meyer and Allen (1991) have identified a third dimension of employee commitment, which they describe as normative commitment. This form of commitment concerns a feeling of (moral) obligation to remain in the organization. What these three dimensions have in common is that they all indicate the extent to which employees are willing to remain in an organization. Employee commitment is essential for reaching such challenging goals (Klein et al., 1999) as these goals require more effort and typically have lower chances of success than are easy goals (Latham, 2007).

In Africa there was a study investigated in Nigeria by Osa and Amos, 2014 the impact of employee commitment on organizational performance that results employee commitment has significant impact on organizational performance and as such improves organizational performance and effectiveness. Employee commitment to their organization is significant to organization performance, which manifest in employees skills, performance and devotion to duty so as to fulfill the set organizational goals and objectives. Organization motivational measure such as increases in salary and wages, bonus housing, transport etc will have significant effect on organizational performance, because it will boost their morale. as well structural plan in a firm will have a long-run and stable effect on organization and employee fulfillment.

Recent studies have shown that the manager supervisor, a project leader's team 'Captain' or senior manager, actually has more power than anyone else to reduce unwanted turnover. This is because the factors that drive employee satisfaction and commitment are largely within the direct manager's control. These include providing recognition and feedback, the opportunity to learn and grow, fair compensation reflecting on employee's contribution and value to the organization, a good work environment, competencies, needs, desire and style.

1.1.2 Theoretical perspective

This study will be based on Backers side bet theory introduced by Howard Becker's (1960). This approach is define the relationship between employee commitment and organizational performance are based on the "contract" of economic exchange behavior. so committed employees are committed to their organization because they have totally hidden or somewhat hidden emotionally, "side-bets," they have made by remaining in a given organization. If someone left, the investments of "side-bet" will be claimed hardly. The term "side-bets" refers to

the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization.

Becker's approach claimed that a close connection between employee commitment and organizational performance. In fact, it identifies employee commitment as a major predictor which increases of organizational performance.

1.1.3 Conceptual Perspective

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, 2010; Ajila and Awonusi, 2004). As such, it is important for employers/managers like to know how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment (Ali, 2010; Ajila and Awonusi, 2004). As such, it is important for employers and managers alike to know how to get the best of their workers.

Employee commitment has been conceptualized as psychological state or mindset that binds individuals to a course of action relevant to one or more targets, and a willingness to persist in a course of action (Cooper-Hakim and Viswesvaran, 2005). Porter et al. (1974) defined commitment as a strong belief in and acceptance of the organizational goals, willingness to exert considerable effort on behalf of the organization and a desire to maintain organizational membership. As such, commitment is different from motivation in that commitment influences behavior independently of other motives and attitudes, and may lead to persistence to a course of action even if this conflicts with motives (Meyer et al., 2004; Meyer and Herscovitch, 2001).

Marthis and Jackson (2000) defined employee commitment as the extent to which employees stay with organizations and consider about organizational objectives seriously. Luthans (2006) explored employee commitment as the desire to be a member of an organization and not to complain about their organization. Employee commitment is clear as the measure of authority of employee empathy by the objectives and morale of organization and remains involved in it. Employee commitment as well be an improved indicator for organization who wish to stay at its place, or want to change (McNeese-Smith, 1996).

Organizational Performance can be gauged via the degree of attainment of their organizational objectives like meeting both short-term and long-term objectives as and whenever they fall due. The scarce resources of the organization are not supposed to be pumped into white elephants. Optimal resource utilization should ensure maximum output in the projects named in the organizational objectives. Organizations cannot afford to waste their limited financial and skilled human power resources on unproductive ventures Wee, Goh, B. (2009).

Organizational performances the state of achieving institutional goals and objectives by transforming inputs (human, financial and material resources) into outputs (services or service delivery tangibles) at the lowest cost (Robbins & Judge, 2011: 58). It relates to the transformation of inputs into outputs efficiently and effectively for the benefit of the society, economy and environment.

1.1.4 Contextual perspective

The concept of employee commitment across the globe has received growing attention from researchers (Cohen, 2000). According to Rousseau (1989), new age employees demonstrate high levels of work commitment, which is commitment not to the organization or career, but to the work itself. However the conditions of the new organizational paradigm once again seem to challenge this conventional wisdom by creating work arrangements that ensure work commitment while paying little attention to developing organizational commitment. Marthisand Jackson (2000) defined employee commitment as the extent to which employees stay with organizations and considers about organizational objectives seriously. Luthans (2006), explored organizational commitment as the desire to be a member of an organization and not to complain about their organization. Organizational commitment is clear as the measure of authority of employee empathy by the objectives and morale of organization and remains involved in it. organization commitment as well be an improved indicator for employees who wish to stay at work or want to change.

The Modern error of globalization brought many opportunities along with different challenges for corporations. In today's world, organizations are competing globally. Globalization has shaped many opportunities in African countries like Ghana, Nigeria, and South Africa among others with employee commitment as well as challenges for global and local firms. Cost of

manufacturing is rising gradually due to many worldwide factors as economic depression, increase of fuel prices and limitation of resources. This increase in prices is pushing corporations to adopt those ways through which cost can be minimized to survive in competitive environment. There are a lot of changes that have come with this new process of reciprocity.

1.2 Problem Statement

Organizational performance constitutes a highest form of requirements and all organizations are operating with the intention of attaining high degree of profitability in order to have continuity in the operations. The situation is not different in the selected manufacturing companies in Uganda.

Whose performance by the staff is compromised by limited commitment and failure of the selected manufacturing companies to accomplish the performance effectively. Ministry of Trade and industry (MTI, 2012) in Uganda reveal that several teaching staff in universities are performing poorly, limited commitment and low research levels among the staff that has seriously affected the performance of universities in Mogadishu. In this context, organizations need a core of employees who are committed to the values and goals of the organization and perform to their maximum potential (Hyman & Scholarios (2004) this is taking place in a context where expectations and attitudes have not only changed for employees, but for employers as well (Baldry, Hyman & Scholarios, 2004). The concept of the attaining performance in organizations is fundamental towards the attaining organizational requirements. Despite this prevalence little is on ground pertaining performance. It is based on these that the study is to examine the impact of employee commitment on organization performance in some selected manufacturing companies in central Uganda

1.3 Purpose of the Study

The purpose of the study was to determine the relationship between employee commitment and organizational performance in some selected manufacturing companies in central Uganda.

1.4 Objectives of the Study

To assess the effect of affective commitment on performance in some selected manufacturing companies in central Uganda

To establish the effect of continuance commitment on performance in some selected manufacturing companies in central Uganda

To examine the effect of normative commitment on performance in some selected manufacturing companies in central Uganda

1.5 Research Questions

What is the effect of affective commitment on performance in some selected manufacturing companies in central Uganda?

What is the effect of continuance commitment on performance in some selected manufacturing companies in central Uganda?

What is the effect of normative commitment on performance in some selected manufacturing companies in central Uganda?

1.6 Research Hypotheses

H₀: there is no significant relationship between affective employee commitment and organizational performance.

H₀: There is no significant relationship between continuance commitment and performance in some selected manufacturing companies in central Uganda

H₀: There is no significant relationship normative commitment on performance in some selected manufacturing companies in central Uganda

1.7 Scope of the study

1.7.1 Geographical Scope

The study was conducted in the manufacturing sector of Kampala Uganda. The manufacturing organizations included Steel and tubes industries Nakawa, Mukwano group of Companies Kampala Uganda and Harris international limited (Rihama) located in Kawempe division. Kampala is the capital and largest city of Uganda. The city is divided into five boroughs that oversee local planning: Kampala Central Division, Kawempe Division, Makindye Division, Nakawa Division, and Lubaga Division. The city is located in Kampala District. Surrounding Kampala is the rapidly growing Wakiso District, whose population more than doubled between 2002 and 2014 and now stands at over 2 million (Wikipedia, 2016).

1.7.2 Content Scope

The study was limited on employee commitment in terms of effective commitment, continuance commitment and normative commitment with organizational performance in terms of profitability, market growth and customer growth.

1.7.3 Time scope

The study focused on the period of 7 months that is to say April to November 2016 to enable the researcher to have good analysis and interpretation.

1.7.4 Theoretical Scope

The study covered the Backer’s side bet theory introduced by Howard Becker’s (1960) which provides that employee commitment has a significance impact on organizational performance. According to Becker’s theory, the relationship between employee and organization are based on the “contract” of economic exchange behavior, committed employees are committed because they have totally hidden or somewhat hidden investments. “side-bets.” they have made by remaining in a given organization. The nature of the commitment of the employees imply improved performance for employees that leads to performance of the organization

1.8 Significance of the Study

This study is an attempt to explore the impact of employee commitment on organizational performance However; it is a new subject for research in Uganda. Looking towards all research studies completed in Uganda, it is observed that there is insignificant research work done in Uganda and it has created a wide gap, which needs to be filled up by the present and the near future human resource management research scholars.

Today’s knowledge economy demands investments in human capital of the organization and to create a work environment where employees excel at their jobs but it is strongly perceived that practices like employee commitment are intentionally or unintentionally ignored in uganda so research is the last solution to find out the truth, cause and solution.

The study findings will provide measures that can be used by the organizations to improve the performance trends in their performance by ensuring employee commitment.

The research will provide literature that will be a basis by academic researchers on the topic: the academic researchers will base on these to conduct further research in the future.

1.9 Operational definition of the study

Commitment: in this study will refer to knowledge, skills, abilities and experience of the work force which is useful to the organization only if the employees are willing to apply it to the achievement of the goals of the organization.

Performance in this study was gauged by profitability/surplus, cost per unit and degree of goal attainment. Profit/Surplus, this is a control dimension that ensures that users of financial information, who include all the stake holders, get an accurate and reliable summary which communicates the firm's financial affairs (Pandey 2012).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the concepts, opinions, ideas from authors /expert, it gives an incite of the review on theories, conceptual framework and related literature presented in line with the research objectives.

2.1 Theoretical review

This study will be based on Backer's side bet theory introduced by Howard Becker's (1960) this approach defines employee commitment have significance impact of organizational performance. According to Becker's theory, the relationship between employee and organization are based on the "contract" of economic exchange behavior, committed employees are committed because they have totally hidden or somewhat hidden investments. "side-bets," they have made by remaining in a given organization. If someone left, the investments of "side-bet" will be claimed hardly. The term "side-bets" refers to the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity. namely, maintaining membership in the organization.

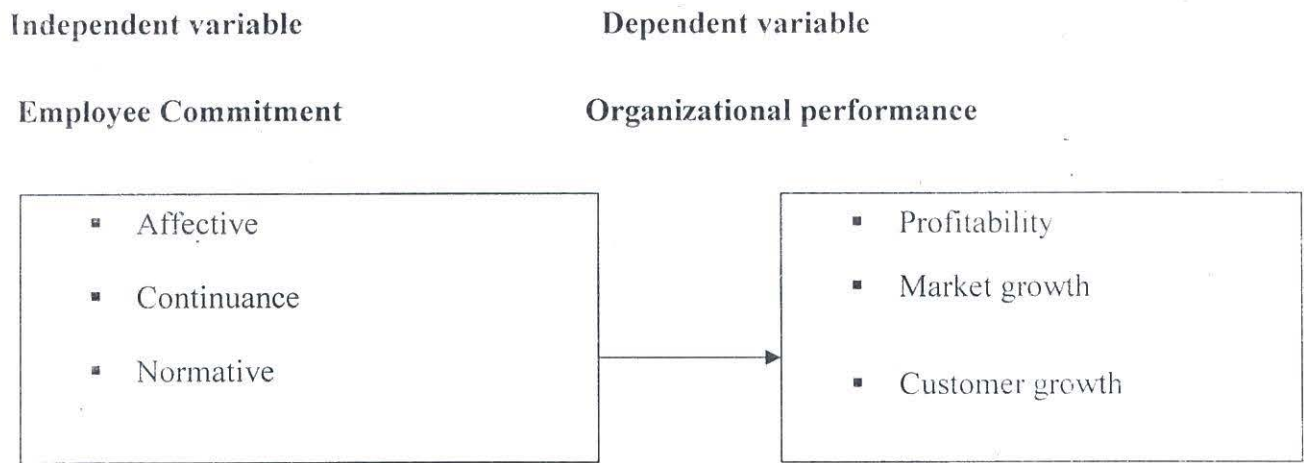
Becker's approach claimed that a close connection between employee commitment and organizational performances. In fact, it identifies employee commitment as a major predictor to increase organizational performance. This contention was supported by later research that followed Becker's theory. According to these studies, commitment should be measured by evaluating the reasons, if any, that would cause a person to leave his organization. The side-bet theory was abandoned as a leading commitment, the close relationship between employee commitment and organizational performance as advanced by Becker affected most of the later conceptualization of commitment and established as the main behavior that should be affected by organizational performance. The influence of the side-bet approach is evident in Meyer and Allen's Scale (1991), which might be named as the commitment. Becker (1960) proposed that commitments come into being when a person, by making a side bet, links extraneous interests with a consistent line of activity''

Thus, the effect of making side bets is to increase the cost of failing to persist in a course of action. In the case of organizational commitment, the course of action is staying with the organizational Side bets can take various forms that they fall into several broad categories: generalized cultural expectations about responsible behavior, self-presentation concerns, impersonal bureaucratic arrangements, Individual adjustments to social positions, and non-work concerns This scale was advanced as a tool for the better testing of the side-bet approach and is one of the three dimensions of employee commitment outlined by Meyer and Allen (1991),be displayed and measured.

2.2 Conceptual framework

The conceptual framework gives a researcher’s conceptualization of variables of the study. The nteraction between the independent variables and dependent variable. That is the researcher identifies mechanisms under which employee commitment and organizational performance rends

Figure 1: The conceptual framework showing the relationship between employee commitment and organizational performance



Source: from mayer and Allen (1997) and modified by the researcher (2016)

The conceptual framework shows the prevalence of the variables that is to say independent and dependent variables: according to mayer and Allen (1997) the employee commitment is conceptualized into affective, continuance and normative commitments meaning that the focus is on these aspects and measure the degree of commitment by the employees. The dependent variable organizational performance is seen through profitability, market growth and customer

growth, these are the basic tenets of focus by both the Independent and dependent variables the researcher intend to embark on them for purposes of conducting this study that is fundamental for the direction and flow of these research.

2.3 Related Literature

The review of related literatures is done basing on the objectives by the objectives so this will form the basis of the study.

2.3.1 Affective commitment and organizational performance

Meyer and Allen (1984, 1990, 1991) described three dimensional model of commitment: Affective, Continuance and Normative (as discussed earlier). He said Affective Commitment is based on how much individual 'want' to remain in the organization. Continuance Commitment refers to an awareness of the costs associated with leaving the organization. Continuance commitment based on individual having to remain with the organization lost their previous investment before gone. 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 organization

Affective commitment: Several studies, describe the term commitment as an affective orientation of the employees toward the organization. Employees with affective commitment continue service with organization because they *want* to do so. Kanter (1968) describe cohesion commitment as the attachment of an individual's found of affectivity and emotion to the group. Affective commitment to the goal and values and to the organization for its own sake, a part from its purely instrumental worth argues by Buchanan. Porter and Mowday et al. (1979) describe affective approach as "the relative strength of an individual's identification with and involvement in a particular organization. Therefore, an individual who is affectively committed or emotionally attached to the organization, believe it to achieve goal and values of the organization works hard for the organization and committed the organizational performance (Mowday et al.,1982). Meyer & Allen (1996) correlates affective commitment with work experiences where employees experience psychologically comfortable feelings (such as approachable managers), increasing their sense of competence (such as feedback). The

development of affective commitment involves recognizing the organization's worth and internalizing its principles and standards (Beck & Wilson 2000).

Affective attachment to the organization, labeled Affective commitment, perceived cost of leaving, labelled Continuance commitment and obligation to remain at the organization, labeled Normative commitment (Allen & Meyer, 1990). Meyer and Allen (1991 p 67) noted that employee commitment is the view that commitment is a psychological state that a) characterizes the relationship with the organization, and b) has implication for the decision to continue membership with the organization.

The first component of employee commitment in the model is affective commitment. According to Meyer and Allen (1997) affective commitment is the employee's emotional attachment to, identification with, and involvement in the organization. Organizational members who are affectively committed they increase organizational performance and continue to work for the organization because they want to stay (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2000).

Kanter (1968, p 507) defines it as the attachment of an individual's fund of affectivity and emotion to the group. According to Sheldon (1971), it is an attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization.

Hall (1970) defines the affective component as the process by which the goals of the organization and those of the individual become increasingly congruent. It is also viewed as a partisan, affective commitment to the goals and values of the organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth.

Gould (1979) observed that some employees put effort into their work beyond what appears to be instrumentally required for the expected reward, and attributed this to the affective component of organizational commitment. Meyer and Allen (1997) further indicate that affective

commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Affective commitment development involves identification with the organization and internalization of organizational values (Beck & Wilson, 2000). The second component of Allen and Meyer's model of employee commitment is continuance commitment. Meyer and Allen (1997, p 11) define continuance commitment as "awareness of the costs associated with leaving the organization". Kanter (1968, p 504) supports this definition and states that it is the "profit associated with continued participation and a cost associated with leaving the organization". It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization. Meyer and Allen (1991) further state that employees whose primary link to the organization is based on continuance commitment remain because they need to do so.

2.3.2 Continuance Commitment and organizational performance

Meyer and Allen (1990) describe continuance commitment as cognitive continuance commitment as that which occurs when there is a profit associated with continued participation and a cost associated with leaving". Somers (1993) suggest that continuance commitment can be subdivided into high sacrifice commitment ("personal sacrifice" associated with leaving) and low alternative commitment ("limited opportunities" for other employment).

The approach of continuance commitment develops when an individual recognizes that he or she chose to continue the work (the money they earn as a result of the time spent in the organization, and/or perceives that there are no alternatives or other course of action. When an individual's have awareness or consideration about time spent and threats linked to leaving the organization, this form of commitment is considered to be continuance (Meyer & Allen 1997). Meyer and Allen (1991) also specified that an individual who's most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice. So continuance commitment is influenced an organizational performance because they want to continue their work

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on assessment of economic benefits gained (Beck & Wilson, 2000). Another view to continuance commitment is that it is a structural phenomenon, which occurs because of individual-organizational transactions and iterations in social exchange or the time they spent over time.

Meyer et al (1990, p 715) also maintain that "accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". Individuals stay in the organization because of the investments they accumulate due to the time spent in the organization, not because they want to. This has significant impact on organizational performance.

Dex and Smith (2001) applied OLS regression of the Continuance commitment scale, a range of covariates using data from the 1998 Workplace Employee Relations Survey (WERS) conducted in British establishments from October 1997 to June 1998 to model the determinants of the extent of employees' normative or affective commitment to their employer and found that access to some family – friendly policies such as child care and working at home, improved employees' commitment in the private sector but not in the public sector. Their findings also showed that where employees, but not the employer, thought the organization had a caring ethos is an important determinant of increased employee commitment. This implies that employees' commitment is largely determined by the organizational culture, especially towards their family welfare, of the company which they work for and not by the attitude of their employer or supervisor towards them.

Lo (2009) examined the relationship between Continuance commitment, leadership styles (focusing mainly on transformational and transactional leadership styles) and employees' employee commitment in Malaysia using regression analysis and found that transformational leaders are more able to bring in commitment in employees than transactional leaders. Their finding indicates that transformational leaders have a more significant and stronger relationship with employee commitment. This implies that the leaders who give advices, supports, and pay

attention to the individual needs of followers will enhance the level of employee commitment of the employees.

Avolio, (2004) examined the linkage between transformational leadership and employee commitment by focusing on psychological empowerment and structural distance using a sample of 520 staffs nurses employed by a large public hospital in Singapore. Their findings showed that there is a positive association between transformational leadership and employee commitment revealing that psychological empowerment mediated the relationship between transformational leadership and employee commitment.

Shastri, (2010) examined the relationship between charismatic leadership and employee commitment in Indian organization with a sample of 147 employees from Eastern and Northern India and found that the two major antecedents (Charismatic leadership and job satisfaction) exert strong effect on employee commitment of the employees of Indian organization in the study sample. This finding indicates that people tend to be more satisfied if their leader displays charismatic behaviour which makes them to be more committed to their organization. Since it was found that leader's sensitivity to member's needs is related to employee commitment, and then managers need to be clear about the goals and values of the organization so as to align them with the needs of the workers. This will help to reduce the high turnover rates being experienced in today's Industrial World.

2.3.3 Normative commitment and organizational performance

Normative Commitment Normative commitment develops on the basis of earlier experiences by Mayer and Allen (1990) for example family-based experiences (parents that stress work loyalty) or cultural experiences (sanctions against "job-hopping") (Allen & Meyer, 1996). Normative commitment can increase through beliefs that the employees have that employers provide more than they can give.

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beliefs that the employees have that employers provide more than they can give the normative aspect develops as individuals' perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfillment the organization gives the individual over the years (March & Mannari 1977). So normative commitment/obligation seen as a result of the receipt of benefits (which encourages a feeling that one should reciprocate), and/or acceptance of the terms of a psychological contract.

Lo (2009) examined the relationship between normative commitment and organizational performance, normative commitment in using analysis and found that employee committed is more able to bring in organizational performance than other factors. Their finding indicates that employee commitment have a more significant on organizational performance. This implies that the leaders who give advices, supports, and pay attention to the individual needs of followers will enhance the level of employee commitment of the employees.

Meyer and Allen (1997) described normative commitment as a feeling of obligation to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen & Meyer, 1990). The normative component is viewed as the commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years.

According to Wiener and Gechman (1977) commitment behaviors are socially accepted behaviors that exceed formal and/or normative expectations relevant to the object of commitment. Normative commitment is also viewed as the totality of internalized normative pressures to act in a way which meets organizational goals and interests (Wiener, 1982, p 421).

The strength of normative employee commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way Meyer and Allen (1991, p 88) argue that this moral obligation arises either through a

process of socialization within the society or the organization. Employees consequently feel obliged to repay the benefits from the organization by remaining as part of the work force.

The integration of the forms of commitment sensitized researchers to the multidimensional nature of commitment. What differentiates the various dimensions of commitment in the multidimensional conceptualization is the nature of the underlying mindset. Meyer and Allen (1991) argued that affective, continuance and normative commitment are components of organizational commitment, rather than types because the employee-employer relationship reflects varying degrees of all three. The multi-dimensional framework or conceptualization does not seem to be incompatible. Meyer and Allen (1991) suggested the lack of consensus in the definition of commitment contributed greatly to its treatment as a multidimensional construct.

2.4 Relationship between the employee commitment and organizational performance

Richard Steers (1977) found that more committed employees wish to terminate from the organization at minimum level. There will be higher intention of these employees, who are committed to their organization, to remain in the organization and they work hard in performing their tasks that will increase their positive attitude towards the organization and that thing will ultimately increase the productivity of the organization. This thing will result in higher organizational performance. Steers (1977) found that employee commitment is directly related with the company turnover.

Jeffrey Arthur (2004) concluded that organizational performance will be enhanced by higher level of employee commitment. Arthur also found productivity of the organization ultimately increased with the help of organizational commitment. Green, Felsted, Mayhew, and Pack (2000) had found that employee commitment decrease the probability of employees' tendency of leaving the job. Patrick Owens (2006) also found in his studies that committed employees lead to organizational performance and very low level of employee shift from the organization. Effective organizational commitment is always a result of the core behavior of the major employees along with their behavioral factors like turnover intention (Addae et al., 2006)

Comte-Sponville (2001) 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

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. People who are less committed 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 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.

The relationship between employee commitment and organizational performance has been studied under various disguise. Khan, (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity

Ali, (2010) found that there is positive relationship between corporate social responsibility and employee commitment as well as between employee commitment and organizational performance. They therefore concluded that organizations can improve their performance

through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

Lo (2009) noted that employees with sense of employee commitment are less likely to engage in withdrawal behavior and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life; (b). Workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained; (c). Employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs; (d). In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure.

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, 2010; Ajila and Awonusi, 2004). As such, it is important for employers and managers alike to know how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment. As such, it is important for employers and managers alike to know how to get the best of their workers.

Employee commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organization depends on committed employees to create and maintain competitive advantage and achieve superior performance.

2.5 Related studies on employees Commitment and organizational Performance

In the past research it has been discussed that organization commitment will lead to behavioral outcomes: lower turnover and higher performance. Highly committed employee should have a weak intention to quit. Studies by Angle and Perry (1981) and Jenkins (1995) revealed a negative

relationship between turnover intentions and organizational performance. According to Konovsky and Cropanzano (1991) and Meyer and other (1998) have also covered a positive relationship between commitment and organizational performance. 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 than 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 (Mowday, Steers and Porter 1979) and attendance (Mathieu & Zajac, 1990; Steers & Rhodes, 1978) and is negatively related to outcome as absenteeism and turnover (Clegg 1983; Cotton & Tuttle 1986). Horton too stated that organization commitment could result in less turnover absenteeism, thus increasing organization performance (Schuler & Jackson, 1996). Employees with high level of employee commitment provide a secure and stable workforce (Steers 1977) 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 (Porter et.al. 1974). According to Arturo L. Tolentino (2004) Sustained performance 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, 1997). Therefore it is evident that for sustained productivity, employee commitment is an important factor. Universities are a successful hard work in which not many commitment based studies have been conducted so we have taken it for our research.

Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). They found that employees having greater employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work.

Akintayo (2010) investigated the impact of work-family role conflict on employee commitment of Industrial Workers in Nigeria using linear regression analysis and t-test and found that there was a significant but negative contribution of work-family role conflict to employee commitment. Based on this finding, Akintayo(2010) recommended that organizational support program needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interface and virtually induced commitment to their jobs. He further stated that the level of family responsibilities of the workers need to be considered during recruitment, in assigning responsibilities and placement process in order to foster employee commitment.

Stephen L. Fink (1992) He explains that employee commitment is only one of many factors affect performance, but certainly is a key factor. He defines commitment as an attitude that develops from a process called identification, which occurs when one experiences something, someone, or some idea as an extension of oneself. While all research on commitment treats it only in terms of identification with organization, that is, its goals, values, and mission, on the other hand, he focuses on three-dimensional concept including identification with the work itself and with co-workers. He is sure that these are equally important because they can have powerful effects upon employee performance (P.8). As basis of his research he makes an interactive model that proposes 1. Good management practices result in an effective reward system and employee commitment, 2. An effective reward system results in enhanced employee commitment and employee performance, 3. Employee commitment results in enhanced employee performance p.9).As a results of the research in two companies, whose 418 and 430 employees, respectively, he found that there was significant correlation between employee performance ratings and commitment score in all categories, and also the correlation between performance and

commitment for managers and operational employees grouped separately were significant in all categories (p.63). The higher the level of employees commitment to work, co-worker, and organization, the higher the level of performance.

The finding of Thomas E. Becker, Robert S. Billings, Daniel M. Eveleth, & Nicole L. Gilbert (1996). The conclusion that commitment is largely unrelated to job performance is based upon the conventional view of commitment, which is that employee attachment involves "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1982:27). In contrast to this conventional view, a number of theorists and researchers have begun to view employee commitment as having multiple foci and bases (Becker et al., 1996). Foci commitment are the individuals and group to whom an employee is attached (Reichers, 1985). Bases of commitment are the motives engendering attachment (O'Reilly & Chatman, 1986). It has been known for some time that employees can be committed to such foci as professions (Gouldner, 1958) and unions (Gordon, Beauvais, & Ladd, 1984), as well as to organizations (Mowday et al., 1982). Recent research has suggested that workers can also be differentially committed to occupations, top management, supervisors, co-workers, and customers (Becker, 1992; Meyer, Allen, & Smith, 1993; Reichers, 1986).

With respect to the bases of commitment, early research suggested that different motivational processes underlie single attitudes. According to Kelman (1958), compliance occurs when people adopt attitudes and behaviors in order to obtain specific rewards or to avoid specific punishments. Identification occurs when people adopt attitudes and behaviors in order to be associated with a satisfying, self-defining relationship with another person or group. Finally, internalization occurs when people adopt attitudes and behaviors because their content is congruent with the individuals' value systems. After conducting a larger project to all 1,803 members of May 1993 graduating class of large northwestern university, Becker et al. found that commitment to supervisors was positively related to performance and was more strongly associated with performance than was commitment to organizations. Further, internalization of supervisors' and organizations' values was associated with performance but identification with these foci (targets) was not.

The finding of Birgit Benkhoff (1997) She states that many authors are not yet prepared to resign themselves this puzzling conclusion (p.702). Randall for instance, in a Meta analysis on the consequences of commitment suggested that further research should explore “different models to account for the organizational commitment-work outcome relationship” (1990:376). Based on the Randall’s suggestions she do research by collecting data through a postal survey in high street bank in Germany.

The questionnaires are sent out to the 340 employees of 41 bank branches. As a result of her investigation of the link between employee commitment an organizational performance in terms of sales targets met and change in profits in the branch network of a bank, she found that employee commitment is significantly related to the financial success of bank branches. In addition, supervisory commitment appears to have a particularly strong impact on the outcome indicators. As a result, generally, we could say that there is a significant and strong relationship between commitment and job performance (Fink, 1993; Becker et al., 1996; Benkhoff, 1997). However, we should notice that each finding above results in specifically different things. Fink finds that there is significant correlation between employee performance and commitment in all categories (work, co-worker, and organization but the two last findings suggests that commitment to supervisors is positively related to performance and is strongly associated with performance than is commitment to organizations. Furthermore, commitment based on internalization of supervisory and organizational values is related to performance (Becker et al., 1996).

2.6 Research Gap

The studies conducted by the researcher mentioned in the related studies are mainly conducted in the environment of other organizations compared to the researcher’s interest of the study that will be conducted in selected manufacturing companies. The studies were also conducted in the environment different from that of Uganda, beside the researchers provided are done in the time before 2008, this implies that the researcher identifies the knowledge, geographical and the time gaps that the researcher intend to fulfill for the purposes of attaining the status quo on the concept on employee commitment and organizational performance in some selected manufacturing companies in central Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focus the methodology of this study and highlights eight sections of the study, the chapter discuss research design of the study, second section discuss the target population, third section discuss research instrument, fourth section discussed the procedure for collecting data, fifth section discuss how to analysis data, six section discuss ethical consideration, seven section discuss the limitation of the study and the last section summaries the chapter.

3.1 Research Design

This study employed Descriptive correlation survey design enables the researcher to summarize and organize data in an effective way (Kireru, 2014). It provides tools for describing collections of statistical observations and reducing information to an understandable form also it look the relationship between the employee commitment and organizational performance. The descriptive correlation design enabled the researcher to attain the relational attributes of normative, affective and continuance commitments on organizational performance using linear regression analysis.

3.2 Study Population

The study primarily focused on some selected manufacturing companies in central 'Uganda. These were populations of the study that were 250 Harris international limited (Rihama) located in Kawempe division, 120 from Steel and tubes industries Nakawa and 255 Mukwano group of Companies Kampala Uganda, these universities are chosen because of having a high degree of performance .This gives to a total population of 625 people. The population is in the categories of Top managers and administrators of in selected manufacturing companies. This population is targeted because it possessing an adequate understanding of Employee commitment and organizational performance also they are aware of the weaknesses or malfunctions to satisfy their customers.

3.3 Sample size

The sample size of this study was selected from the 625 employees in selected manufacturing companies in Uganda. This is arrived by using Slovene's formula this can be computed as follows:

The Slovene's formula will be used to determine minimum sample size

$$n = \frac{N}{1+Na^2}$$

Where, N= Total Population

n=sample size

a= correlation coefficient 0.05)

$$\begin{aligned} n &= 625 \\ \frac{n}{1+625(0.05)^2} \\ n &= 625 \\ \frac{n}{2.56} \end{aligned}$$

$$n = 244$$

Table showing the Population categorizations

University	Category	Target Population	Sample Size	Sampling techniques
Harris International limited	Top managers	100	39	Purposive Sampling
	Administrators	150	59	Purposive Sampling
Steel and tubes	Top managers	40	16	Purposive Sampling
	Administrators	80	31	Purposive Sampling
Mukwano group	Top managers	75	29	Purposive Sampling
	Administrators	180	70	Purposive Sampling
Total		625	244	

4.4 Sampling Procedure

This study used purposive sampling technique to select the sample size. Purposive sampling is a method of sampling where the researcher intentionally chooses who to include in the study based on their ability to provide necessary data. These techniques were used because we select to get individuals that have comprehensively knowledge and experience toward this area.

3.5 Data Sources

The researcher used both primary and secondary data sources during data collections.

3.5.1 Primary data collection

Primary data was collected through the use of the research questionnaires and the interview guide where raw data from the field was collected for analysis.

3.5.2 Secondary data

The researcher used secondary data for the study and the sources included records on different performance reports, articles written available on the topic plus magazines and other published sources.

3.6 Research Instrument

3.6 Questionnaire

This study used questionnaire. The reason behind choosing questionnaire is that the study is concerned with variables that cannot be solidly observed such as views, opinions, and feelings of the respondents. The researchers used the questionnaires because the target population were terate and large and time for collecting data will be limit.

3.6.2 Interview Guide

The researcher used the interview schedule to guide the interview with the respondents who were key informers and thus needed to elaborate on several issues. Here the researcher conducted face-to-face interactions and make effective conversations between the interviewee and himself with the sole aim of soliciting data. The researcher used both formal and informal interviews with the respondents. This enabled the researcher to get more information in greater depth, reduce resistance and also obtain personal information from the respondents

3.7 Validity and Reliability of the Instrument

Validity of Research instruments

According to Saunders, et al (2009), Validity refers to the extent to which data collection method accurately measures what it was intended to measure or to the extent to which research findings are about what they are claimed to be about. Validity of the questionnaire obtained by presenting it to at least two professional people, including the researcher's supervisor because according to

Amin (2005) content and construct validity is determined by expert judgment. The validity of the questionnaire were calculated by using the Content Validity Index formulae. Kathuri and Palls (1993) argue that instruments with validity confident of at least 0.7 are accepted as valid in research.

$$\text{Content Validity Index} = \frac{\text{Relevant Questions}}{\text{Total Questions}}$$

Table 3.7.1: Determination of the validity of the instrument

	Relevant items	Not relevant	Total
Rater 1	27	6	33
Rater 2	23	10	33
Rater 3	24	09	33
Rater 4	25	08	33
Total	99		132

$$CVI = \frac{99}{132} = 0.75$$

Therefore since the figure of C attained is 0.75, it implies that the instrument is valid.

Reliability of Research Instruments

“Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings” (Saunders, et al (2009, p: 156).Reliability of the instruments obtained by using the test- retest reliability. Fraenkel and Wallen (1996) argue that for most educational research, stability of scores over a period of two months is usually viewed as sufficient evidence of test-retest reliability. Therefore the researchers pre-tested and retest the instruments on a small number of employees exclude respondents. The researchers computed the reliability using SPSS computer software by using Cronbach Alpha.

Table 3.7.2: Reliability

Variable	Anchor	Cronbach Alpha Value
Affective commitment	4 Point	0.79
Continuance commitment	4 Point	0.82
Normative commitment	4 point	0.78
Organizational Performance	4 Point	0.75
Average		0.79

Source: Primary data

The table 3.8.2 above displays the reliability indices/coefficients for all constructs used in the study. All alpha reliabilities (α) for all scales computed and be above 0.5, ranging from meet acceptance standards for research (Nunnally, 1978).

3.8 Data Gathering Procedures

The first step when collecting data the researchers requested a letter from student affairs and registration office revealing that we are conducting academic research. Than the researchers gathered data through questionnaire, the researcher administered the questionnaires with the help of a research assistant to 133respondents. This data were collected in the end of the semester using questionnaires, followed by the analysis of the data.

3.9 Data analysis

Data from questionnaires were compiled, sort, edit, classify and code into a coding sheet and analyzed using a computerized data analysis package known as Statistical Package for Social Science (SPSS). For the bio data of the respondents, the researcher employed the frequency tables to attain frequency and percentages. The objectives 1-3 were assessed based on the mean and standard deviations finally linear regression were used to determine the relationship on the research objectives.

Mean range	respondent	interpretation
3.26—4.00	strongly agree	Very High
2.51---3.25	Agree	High
1.76---2.50	Disagree	Low
1.00—1.75	strongly disagree	Very Low

3.10 Ethical Considerations

The researcher therefore required permission from the Dean of academic affairs to conduct the research. The researchers also assured respondents that the study strictly academic and that utmost confidentiality was observed. The data was used in this study anonymously code and cannot therefore be trace back to individual students.

3.11 Limitations of the study

Confidentiality issues somehow delayed the process of collecting the data as many respondents feared for the confidentiality. A letter from the University assured the respondents of confidentiality.

The data was not collected from all the respondents citing out a compliance issue. The questionnaires attained were 221 out of 240 stilling implying high responses rate hence data collection was carried on. Some authors like Mugenda and Mugenda, (1999) provide that a 50% return for the questionnaires is sufficient for data collection and analysis so the researcher went ahead to analyze the data.

The busy time schedule of the respondents somehow delayed the data collection from the respondents. This delayed the analysis for final presentation, the researcher employed data collection assistants who aided in data collection that eased analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives. The analysis of data is based on the data collected using the questionnaire, interview guide and documentary reviews. The analysis is based on the three instruments used in data collection the presentation is divided into three parts. The first part presents the respondents demographic information, while the second part deals with presentation, interpretation, and analysis of the research objectives. The third part will present and interpret data based on the stories collected from the interview guide and documentary guide. The entire study is based on the study topic of employee commitment and organizational performance of Universities in Mogadishu, Somalia.

4.1 Demographic information

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of respondents in the study in terms of gender, age, academic qualifications, marital status and occupational background.

Table 4.1: Showing the demographic information of respondents

Respondents	Frequency (F)	Percentage (%)
Gender		
Male	151	68.3
Female	070	31.7
Total	221	100.0
Age		
20-25	15	6.8
26-35	37	16.7
36-45	87	39.4
46 and above	82	37.1
Total	221	100.0

Education		
Masters	54	24.4
Degree	97	43.9
Diploma	51	23.1
Others	19	8.6
Total	221	100.0
Time of service in organization		
1-5 years	69	31.2
6-10 years	87	39.4
10years and above	65	29.4
Total	221	100.0

Source: F, 2015

Table 4.1 Present the findings on the demographic characteristics of respondents. The demographics are presented in the forms of gender, education, age, time of service in organization of respondents. The presentations were that on the gender of respondents, majority of the respondents were male who had 68.3% of the total respondents while the female were 31.7%. The findings imply that the employee commitment and organizational performance in selected manufacturing companies in central, Uganda is both male and women.

The age bracket of respondents present a findings which show that the majority age category was 36-45 with 39.4% of the respondents, 37.1% were recorded on the age bracket of 46 and above, 16.7% of the total respondents and finally followed by 20-35 which had 7.8%.The findings imply that the study was taken from mature respondents therefore information obtained can be based on for decision making.

On the education background of the respondents, the findings were that majority of the respondents were 43.9% who were degree holders, masters respondents were 24.4%, diploma respondents were 23.1%, and others were 8.6%. The findings imply that most of the results were taken from educated people and therefore it is prudent to argue that information can be relied upon for decision making.

The findings on the time of work of respondents were majority of the respondents were for 6-10 years who constituted 39.4% of the sample, 1-5 years with 31.2% of the respondents, followed 10years and above had 29.4%. The findings on this imply that majority of the respondents were 11years and above and above of work in the organization, this shows that researcher attained data from people with enough information about employee commitment and organizational performance selected manufacturing companies in central, Uganda.

4.2Effect of affective commitment on performance of selected manufacturing companies in central, Uganda

The first objective of the study was set to assess the effect of affective commitment on performance of selected manufacturing companies in central Uganda. The data collected is presented in subsequent sub chapters and tables as below

Table 4.2: Show responses on affective commitment in the selected Universities of Mogadishu

Descriptive Statistics of Affective commitment			
	Mean	Std. Deviation	Interpretation
I would be happy to spend the rest of my career in this organization	2.61	1.03	High
I enjoy discussing my organization with people outside it	2.68	1.00	High
I really feel as if this organization's problems are my own	2.49	.96	Low
I think I could easily be attached to another organization as I am to this one	2.50	.92	Low
I do not feel like part of the family at my organization	2.70	1.02	High
I do not feel emotionally attached to this organization	2.52	.93	High
This organization has a great deal of personal meaning for me	2.28	.91	Low
I do not feel a strong sense of belonging to my organization Overall scale	2.37	1.00	Low
Average Mean	2.51	0.97	High

Source Field data, 2016

Table 4.2.1 presents findings on the trend of effect of affective commitment in selected Universities. The findings present a mean affective commitment on performance as elaborated as follows.

Findings on "I would be happy to spend the rest of my career in this organization" had a mean of 2.61, standard deviation of 1.03 interpreted as High. Further results reveal that "I enjoy discussing my organization with people outside it" according to the mean of 2.68 standard deviation 1.00 interpreted as high implying that employees enjoy discussing my organization with people outside it.

According to the results revealed "I really feel as if this organization's problems are my own" had a mean of 2.49 was attained, standard deviation of .96 interpreted as low. "I think I could easily be attached to another organization as I am to this one" according to the mean of 2.50, standard deviation of .92 with the interpretation of low. The responses imply that it is not possible for employees to be attached to another organization as go on to work

"I do not feel like part of the family at my organization" according to the mean of 2.70, the standard deviation of 1.02 interpreted as high meaning the employees feel their part of the organization. "I do not feel emotionally attached to this organization" according to the responses of 2.52, standard deviation of .93 interpreted as high implying that instead employees would be glad to be attached to the organization.

This organization has a great deal of personal meaning for me with the mean of 2.28, the standard deviation of .91 interpreted as low meaning according to the respondents the organization does not have great personal deal based on individuals. "I do not feel a strong sense of belonging to my organization" overall scale with the mean of 2.37 was got and standard deviation of 1.00 interpreted as low implying that according to the responses, they do not feel a strong sense of belonging to their organization overall scale.

The total mean average on of 2.51 with the standard deviation of 0.97 interpreted as low meaning that most respondents to some extent are in support of affective commitment on performance in the organization.

Level of affective commitment in your organization according to the interview responses where that Affection for the job occurs when you feel a strong emotional attachment to your organization, and to the work that you do. The employees most likely identify with the organization's goals and values, and you genuinely want to be there. The employees are enjoying work though don't usually feel good, and be satisfied with job. In turn, this increased job satisfaction is likely to add to your feeling of affective commitment.

Challenges affiliated with affective commitment in your universities in the organizations was that employees have taken more active role shaping their own careers and professional development seeking opportunities for continuous learning, future marketability and psychologically meaningful work. In this sense they "rather than their organizations become the architects of their own careers, development and vocational destiny. Since this concept is still very important for companies, it is a challenge for human resource organizations to try to find ways to tackle these challenges.

4.2.2 Organizational performance of selected manufacturing companies in central, Uganda

Table 4.2.2 Shows responses on organizational performance of selected manufacturing companies in central, Uganda

Descriptive Statistics of Organizational Performance

	Mean	Std. Deviation	Interpretation
Our state of profitability is steadily growing	2.44	.91	Low
The organisation can effectively earn profits	2.45	.96	Low
The cost per unit of operations are low	2.36	.87	Low
There is effective cost management in the organization	2.24	.92	Low
Profits enable better payment to the staff	2.26	.89	Low
There is high levels of money controls	2.25	.93	Low
Our organization capacity is expanding in operations	2.51	1.04	High
There is a steadily moving sales growth in the operations	2.42	.97	Low
There is effective output in operations of our businesses	2.40	.95	Low
The employee unit output is very low and	2.48	2.28	Low

does not reduce operations			
The returns in terms of output has tremendously increased	2.28	.94	Low
Average	2.37	1.06	Low

Source Field data, 2016

Table 4.2.2 above shows findings on the organizational performance in organization. The findings presented were interpreted based on the mean and standard deviation.

According to the respondents, our state of profitability is steadily growing had a mean of 2.44, standard deviation of .91 interpreted as low. The university can effectively earn profits had the mean of 2.45 with the standard deviation of .96 interpreted as low this implies that respondents had no information on whether the organization can effectively earn profits.

2.36 were presented as the mean of the cost per unit of operations are low with standard deviation of .87 and this was interpreted as low. There is effective cost management in the organization had mean of 2.24 with the standard deviation of .92 which was interpreted low. According to the findings, the organization has no effective cost management

Profits enable better payment to the staff had mean of 2.26 with standard deviation of .89 and according to the scale it was interpreted as low 2.25 was presented as the mean of There is high levels of money controls which had the standard deviation of .93 and this was considered as low implying that the respondents had no knowledge on whether the organization has ways of controlling money.

It was discovered that, our University capacity is expanding in operations which had the mean of 2.51 with the standard deviation of 1.04 interpreted as low, There is a steadily moving sales growth in the operations had 2.42 as mean and standard deviation of .97 interpreted as low, implying that according to the respondents, the organization has less sales in its operations.

There is effective output in operations of our businesses which had the mean of 2.40 with the standard deviation of .95 interpreted as low, The employee unit output is very low and does not reduce operations had 2.48 as mean and standard deviation of 2.28 interpreted as low, The returns in terms of output has tremendously increased had the mean of 2.28 and the standard deviation .94 interpreted as unsatisfactory. All this was interpreted as low: implying that the

respondents were not satisfied with output in operations of the organization and also the returns in terms of output has not increased according to the respondents.

The overall mean on organizational performance in organization had the mean of 2.37 with the standard deviation of 1.06 interpreted as low implying that many respondents does have enough knowledge on the organizational performance.

The state of the organizational performance for the organizational stakes direct attention on the required needs of the organizations. The performance under the profitability is prevailing though profits are rarely disclosed, the means of assessments for the common agenda are not effective and some dimensional approaches co-existing are stated in the fashion not though sufficient enough for the organizational development.

4.2.3 Effect of affective commitment on performance of selected manufacturing companies in central, Uganda

Table 4.2.3: Effect of affective commitment on performance of selected manufacturing companies in central, Uganda

Variables	Adjusted (R ²)	F	Sig	Interpretation	Decision H ₀
Affective commitment Vs Performance	.134	.927	0.375 0.05	Not Significant	Accepted
Coefficient	Beta				
Construct	-.366				

Source Field data, 2016

Findings show that affective commitment on performance of selected Universities in Mogadishu Somalia the relationship positive though not significant. The R-Squared coefficient was computed to be at .134 which translates to a 13.4% effect of commitment on performance of the Universities. This means that that affectively committed employees affect the performance of Universities. The Sig value was measured to be at .375^a which is entirely outside the acceptable confidence levels of 0.05. The F-Value was measured at .927. The implication is that affective commitment has low effect on the performance of the Universities.

Regarding the beta coefficients, the variable Affective commitment seems not significant in the model as it had at value of significance values of was 0.375 and 0.05for affective commitment and performance of the Universities. The levels of significance established show that a significant effect existed. The results further prove that independent variables effect on performance of the Universities is low.

Affective commitment has an effect on companies can no longer promise life-time employment and individuals more and more want to change work organizations during their career, for individuals it is more about career orientations these days rather than organizational commitment. Employees are seeking more emotionally satisfying lives by discovering the full potential of their career regardless of the organization boundaries.

4.3Effect of continuance commitment on performance of selected Universities in Mogadishu, Somalia

The second objective of the study was set to establish the effect of continuance commitment on performance of selected Universities in Mogadishu, Somalia. The data collected is presented in subsequent sub chapters and tables as below

4.3.1 Continuance commitment and performance of selected manufacturing companies in central, Uganda

Table 4.3: Shows responses on continuance commitment on selected manufacturing companies in central, Uganda

Descriptive Statistics of continuance commitment			
	Mean	Std. Deviation	Interpret
If I got another offer for a better job elsewhere I would not feel", " it was right to leave my organization	2.33	.98	Low
Jumping from organization to organization does not seem at all unethical to me	2.59	.99	High
I was taught to believe in the value of remaining loyal to one organization	2.38	.93	Low
The cost of leaving this organization is higher	2.58	.99	High
I gain skills because of being part of this organization	2.33	1.00	Low
I can easily find alternative work in any organization after this one	2.38	.88	Low
There is sufficient benefit than I would attain it else were	2.54	.85	High
Average Mean	2.44	0.94	Low

Source, Field data 2016

Table 4.3 above shows findings on the study of effect of continuance commitment on performance of selected manufacturing companies in central Uganda. The findings presented were interpreted as below by considering the mean and standard deviation.

According to the respondents, If I got another offer for a better job elsewhere I would not feel. it was right to leave my organization had a mean of 2.33, standard deviation of .98 interpreted as low. Jumping from organization to organization does not seem at all unethical to me had the mean of 2.59 with the standard deviation of .99 interpreted as high, implying that the employees feel it is unethical for one to keep changing organizations.

2.38 was presented as the mean of I was taught to believe in the value of remaining loyal to one organization with standard deviation of .93 and this was interpreted as low. The cost of leaving this organization is higher had mean of 2.58 with the standard deviation of .99 which was interpreted high. According to the findings, it was discovered that employees feel like the cost of leaving the organization is higher and therefore consider their organization as great importance to them

I gain skills because of being part of this organization had mean of 2.33 with standard deviation of 1.00 and according to the scale it was interpreted as low. 2.38 was presented as the mean of I can easily find alternative work in any organization after this one which had the standard deviation of .88 and this was considered as low. There is sufficient benefit than I would attain it elsewhere with the mean of 2.54 and a standard deviation of .85 interpreted as high implying that the employees get sufficient benefit compared to what they would receive from any other organization.

The average mean on Effect of continuance commitment on performance of selected Universities in Mogadishu, Somalia, mean of 2.44 with the standard deviation of 0.94 interpreted as low implying that many respondents generally have less information on the Effect of continuance commitment on performance of selected manufacturing companies in central, Uganda.

The interview guide responses were as the interview responses on the existence of continuance commitment of employees in selected manufacturing companies in central, Uganda. The responses provided show that employees level that commitment is not so adequate for development.

“Commitment occurs when you weigh up the pros and cons of leaving your organization. You may feel that you need to stay at your company, because the loss you'd experience by leaving it is greater than the benefit you think you might gain in a new role.

These perceived losses, or "side bets," can be monetary (you'd lose salary and benefits); professional (you might lose seniority or role-related skills that you've spent years acquiring); or social (you'd lose friendships or allies).

4.3.2 Effect of continuance commitment on performance of selected manufacturing companies in central, Uganda

Table 4.3.2: Shows the effect of continuance commitment on performance of selected manufacturing companies in central, Uganda

Source, Field data, 2016

Variables	Adjusted (R ²)	F	Sig	Interpretation	Decision H ₀
Continuance commitment Vs Performance	0.69	.372	0.569 0.138	Not Significant	Accepted
Coefficient	Beta				
Construct	.263				

Source Field data, 2016

The findings through the regression analysis shows that the continuance commitment accounted for performance of selected manufacturing companies in central, Uganda by .069. Implying that continuance commitment affected performance by 6.9% implying that other factors play much in affecting the performance.

The findings suggest that the significance level of .569was above the threshold of 0.05. The calculated F-Statistic of .372is lower compared to significance of the study. This fact provides evidenee to the fact that the effect is not significant

Concerning the coefficients, the continuance commitment had the beta for .372 besides both the independent and dependent variables have significance values above and 0.569 0.138 respectively. This means the variable is not very important to the model and can be removed.

Continual commitment affect the organizational performance. The severity of these "losses often increases with age and experience. You're more likely to experience continuance commitment if you're in an established, successful role, or if you've had several promotions within one organization.

Continuance commitment at some point in their careers, because they'll feel that they need to stay in their job to receive pay and benefits. And some people will likely feel a sense of normative commitment if their organization has invested a lot in their training and development.

4.4 Effect of Normative commitment on performance of selected of of selected manufacturing companies in central, Uganda

The third objective of the study was set to examine the effect of normative commitment on performance of selected Universities in Mogadishu, Somalia. The data collected is presented in subsequent sub chapters and tables as below

Table 4.4.1: Shows Normative commitment of selected manufacturing companies in central, Uganda

Descriptive Statistics			
	Mean	Std. Dev	Interpretation
NORMATIVE COMMITMENT			
I would feel guilty if I left my organization now	2.39	.99	Low
I would not leave my organization right now because I have a sense of obligation to the organization	2.42	.96	Low
This organization deserve my loyalty	2.33	.96	Low
I am highly motivated to be in this organization	2.43	.97	Low
The management of the organization provide leverage to being here	2.26	.98	Low
My agreement with the organization requires more services	2.33	.901	Low
There is sufficient evidence that my organization develops me appropriately	2.30	.98	Low
Average	2.35	0.96	Low

Source Field data, 2016

Table 4.4.1 above shows findings on the study of effect of normative commitment on performance of selected manufacturing companies in central, Uganda. The findings presented were interpreted as below by considering the mean and standard deviation.

According to the respondents, I would feel guilty if I left my organization now had a mean of 2.39, standard deviation of .99 interpreted as low. I would not leave my organization right now because I have a sense of obligation to the organization had the mean of 2.42 with the standard deviation of .96 interpreted as unsatisfactory this implies that the respondents clearly showed that if given another somewhere else, can leave their organization.

The responses had a mean of 2.33 on this organization deserve my loyalty with standard deviation of .96 and this was interpreted as low. I am highly motivated to be in this organization accordingly had mean of 2.43 with the standard deviation of .97 which was interpreted as low. According to the findings, it was identified that the organization lacks motivation for their employees.

The management of the organization provide leverage to being here had mean of 2.26 with standard deviation of .98 and according to the scale it was interpreted as Unsatisfactory. 2.33 was presented as the mean of My agreement with the organization requires more services which had the standard deviation of .90, and this was considered as low. There is sufficient evidence that my organization develops me appropriately which had a mean of 2.30 with the standard deviation of .98 and it was interpreted as low implying that there is insufficient evidence known by the employees on how and ways in which the organization develops them appropriately.

The average mean on effect of normative commitment on performance of selected Universities in Mogadishu, Somalia was of 2.35 with the standard deviation of 0.96 interpreted as low implying that many respondents clearly showed that normative commitment has a great effect on performance.

Normative commitment occurs when you feel a sense of obligation to your organization, even if you're unhappy in your role, or even if you want to pursue better opportunities. You feel that you should stay with your organization, because it's the right thing to do.

Normative commitment is influenced by person’s experiences both before and after entering the organization. This means that not only organizational socialization but also socialization that occurs in the families and society at large also affects how employee’s normative commitment develops.

4.4.2Effect of normative commitment on performance of selected manufacturing companies in central, Uganda

Table 4.4.2: Shows the effect of normative commitment on performance of selected manufacturing companies in central, Uganda

Variables	Adjusted (R ²)	F	Sig	Interpretation	Decision H ₀
Normative commitment Vs Performance	0.007	0.037	0.855 0.321	Not Significant	Accepted
Coefficient	Beta				
Construct	.086				

Source Field data, 2016

The effect of normative commitment on performance of selected Universities reveals that the effect was shown by the adjusted R of .007 showing that normative commitment has a 0.7% effect on performance of the Universities. It implies that other factors much affect the performance of the universities and normative commitment does so little.

Concerning the significance level the level of significance was 0.855 even the F statistics is less than the sig the researcher conclude that no significant relationship between normative and performance of the organizations. It implies that normative commitment does little in influencing the performance of the universities under questions.

Concerning the coefficients, the continuance commitment had the beta for .086besides both the independent and dependent variables have significance values above and 0.855 0.321 respectively. This means the variable is not very important to the model and can be removed.

Even the responses from the interview guide reveal that normative commitment: however try not to rely on it, even if you're unable to achieve affective commitment at first. You should work on ways to ensure that team members become happy and enjoy their work, without making them feel uncomfortable during the process.

4.5 Relationship between employee commitment and organizational performance in of selected manufacturing companies in central, Uganda

The purpose of the study was to determine the relationship between employee commitment and organizational performances in of selected manufacturing companies in central, Uganda

Table 4.5: Showing relationship between employee commitment and organizational performance of selected manufacturing companies in central, Uganda. (Significant at 0.05 level of significance)

Variable correlated	r-value	sig. value	Interpretati on	Decision on HO
Employee commitment Vs Organizational performance	.560	.307	No Significant relationship	Accepted

Source: Field data, 2016

The findings in table 4.5 above showing relationship between employee commitment and organizational performance in of selected manufacturing companies in central, Uganda

. The responses reveal that the significant figure (sig=.307) above the level of significance of 0.05 level of significance. The results show that there is no significant relationship between employee commitment and organizational performance. The responses further imply that employee commitment and organizational performance. The researcher therefore accepts the Null hypothesis and concludes that no significant relationship exist between employee commitment and organizational performance of selected manufacturing comparies in central, Uganda

4.5.2 Hierarchical regression Showing the relationship between employee commitment and organizational performance

Model Summary						
Model		R	R Square		Adjusted R Square	Std. Error of the Estimate
1		.361 ^a	.130		-.739	.14594
a. Predictors: (Constant), Normative commitment, Affective commitment, continuance commitment						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.010	3	.003	.150	.923 ^a
	Residual	.064	3	.021		
	Total	.073	6			
a. Predictors: (Constant), Normative commitment, Affective commitment, continuance commitment						
b. Dependent Variable: Performance of manufacturing companies						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.349	2.351		.999	.391
	Affective commitment	-.215	.488	-.277	-.441	.689
	Continuance commitment	.138	.695	.147	.199	.855
	Normative commitment	.093	1.240	.053	.075	.945
a. Dependent Variable: Performance of manufacturing companies						

Source: Field data, 2016

The effect for all the three independent variables on organizational performance was computed to be at an R Squared coefficient of .130. It meant that the variables accounted for 13% of the variation in organizational performance could be explained by the three variables belonging to

employee commitment. This denotes a low rate of influence that the variables have on organizational performance of the banks in question.

The ANOVA section also offers collaborating evidence to support the fact that there is a no significant amount of influence. The p value for the test was established at .923^a, 0.05. The F value for the test was computed to be at .150 which is low. The implication was that all the variables combined had no significant influence on organizational performance.

Finally, the individual constructs of employee commitment had to be checked for their relevance in the model. Findings suggested that the p values for the betas of all the three were not significant as they were all computed at 689.855 and .945 above the. The t statistics for all of the three variables were computed and were above the threshold with respect to the degrees of freedom.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This final chapter of the report deals with the discussion of the findings presented in the preceding chapter. The discussion is made with reference to other similar works done in previous studies. The sub chapter then draws conclusions from these discussions after which it offers its recommendations. It suggests areas that are potential grounds for research that could not be completed in the body of this report.

5.1 Discussion of Findings

This section was further organized into three subsections with respect to the research objectives that guided the study.

5.1.1 Effect of affective commitment on performance of selected manufacturing companies in central, Uganda

From the findings, it was found that affective commitment has a low effect on the performance of the Universities in Mogadishu. This implies that other factors much contribute or affect the performance of the Universities. The revelation from the study never the less has similar dimensions and are related to the authors like Porter and Mow day et al. (1979) describe affective approach as “the relative strength of an individual’s identification with and involvement in a particular organization. Therefore, an individual who is affectively committed or emotionally attached to the organization, believe it to achieve goal and values of the organization works hard for the organization and committed the organizational performance. The authors Mowday (1982) Meyer & Allen (1996) even argued that affective commitment with work experiences where employees experience psychologically comfortable feelings (such as approachable managers), increasing their sense of competence (such as feedback).

Beck & Wilson, 2000) argued that affective commitment development involves identification with the organization and internalization of organizational values. The second component of Allen and Meyer’s model of employee commitment is continuance commitment.

5.1.2 Effect of continuance commitment on performance of selected manufacturing companies in central, Uganda

The findings on continuance commitment among the employees in the Universities of Mogadishu reveal that continuance commitment affect performance of the organizations was low, this goes with the implication that other factors much affect performance than organizational commitment. Past researches never the less by Dex and Smith (2001) applied OLS regression of the Continuance commitment scale, a range of covariates using data from the 1998 Workplace Employee Relations Survey (WERS) conducted in British establishments from October 1997 to June 1998 to model the determinants of the extent of employees' normative or affective commitment to their employer and found that access to some family – friendly policies such as child care and working at home, improved employees' commitment in the private sector but not in the public sector.

Lo (2009) examined the relationship between Continuance commitment, leadership styles (focusing mainly on transformational and transactional leadership styles) and employees' employee commitment in Malaysia using regression analysis and found that transformational leaders are more able to bring in commitment in employees than transactional leaders

Even Shastri, (2010) examined the relationship between charismatic leadership and employee commitment in Indian organization with a sample of 147 employees from Eastern and Northern India and found that the two major antecedents (Charismatic leadership and job satisfaction) exert strong effect on employee commitment of the employees of Indian organization in the study sample.

5.1.3 Effect of normative commitment on performance of selected manufacturing companies in central, Uganda

The findings on employee commitment normatively affected the performance of the manufacturing performance. The effect was low on performance, the commitment on the normative grounds was found wanting implying that more other factors more than affect performance other than commitment.

Meyer and Allen (1997) described normative commitment as a feeling of obligation to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization

According to Wiener and Gechman (1977) commitment behaviors are socially accepted behaviors that exceed formal and/or normative expectations relevant to the object of commitment. Normative commitment is also viewed as the totality of internalized normative pressures to act in a way which meets organizational goals and interests

Meyer and Allen (1991) argued that affective, continuance and normative commitment are components of organizational commitment, rather than types because the employee-employer relationship reflects varying degrees of all three.

5.2 Conclusion

The first objective established that affective commitment of the employees in the organizations had a low effect on the performance of the organization. The researchers conclude that affective commitment affects the performance of the organizations though the effect implies prevalence of many other factors affecting performance.

The second research objectives concluded that continuance commitment among the employees in the Universities of Mogadishu had a low effect on organizational performance of the manufacturing companies in Uganda meaning that other factors account more to performance of the organizations under the study

The third objective presented and attained results showing that the normatively was low clearly showed that normative commitment has a low effect on performance of the organizations. The researcher concluded that the level of normative commitment does not have a strong bearing on organizational performance in the Universities. On overall the researcher established that there was a relationship between employee's commitment and performance of selected manufacturing companies in central, Uganda even though other factors other than commitment do supplement in the performance dimension.

5.3 Recommendations

5.1.1 Effect of affective commitment on performance of selected manufacturing companies in central, Uganda

The effect was low so the researcher recommends that the organizations prepare a comprehensive and integrated system of performance management for building the employee commitment. Employee development programs should be designed in such way that they enable employees to gain knowledge and skill for present job and for the next higher job as well.

5.1.2 Effect of continuance commitment on performance of selected manufacturing companies in central, Uganda

Continuance commitment to the organizations was found fair the researcher recommend that other factors other than be focused on much to enable their contribution to the 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. Organization is required to integrate all the determinants of employee commitment in a way that should lead to high productivity and profitability.

5.1.3 Effect of Normative commitment on performance of selected manufacturing companies in central, Uganda

Since it was found that there was low effect of employee commitment on organizational performance, the management of companies are advised to hire employees who are likely to become linked to the organization. The management should have a clear investigation of the other factors that affect performance and evaluate their existence and influence on performance. The organization must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment. If people are not given adequate resources, facilities and training they will not be likely to view the organization as being committed to them as well.

5.4 Areas of further research

Given the time, complexity and scope that requires concentration on key issues, the researcher recommends that further researcher be carried out on the following to complement that employee commitment and organizational performance in manufacturing organisations.

The organizational culture and organizational performance

Employee attitudes and organizational performance

5.5 Contribution to existing Knowledge

The study is quite instrumental in augmenting the body of knowledge specifically regarding employee commitment and organization performance. It was established that employees of selected manufacturing companies in central, Uganda are not committed though operating on average. This contrary to common knowledge that assumed such universities had overall success. Other researchers have established a high level of effect of employee commitment and organizational performance. This study has provided evidence to suggest that employee commitment dimensions are not successful overall. Finally there was no study specific on employee commitment and organizational performance of selected manufacturing companies in central, Uganda. This being the first study presents an opportunity for other studies to be carried out to support, complement or dispute these findings.

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Appendix i: Questionnaire

I am a student of Kampala International University from the College of Economics and Management pursuing the master's degree in human resource management: On topic "Employee Commitment and Organizational Performance of selected manufacturing companies in central Uganda". As part of the requirements to fulfill the award of a degree, am requested to write a research therefore, the information provided will be purely for academic purposes therefore request for a few minutes of your time to answer the questions below.

SECTION (A)-DEMOGRAPHIC ASPECTS

Direction: Please tick the column corresponding rating that best describes your response using the guide below

1. Gender

Male ☐

Female ☐

2. Age

20- 25 ☐

26 -35 ☐

36- 45 ☐

46 above ☐

3. Level of education

Masters ☐

Degree ☐

Diploma ☐

Others ☐

4. Time of service in organization

1-5 years ☐

6-10 years ☐

10 above ☐

SECTION B: Employee commitment

1= strongly disagree, 2= Disagree, 3= Agree, 4= Strongly Agree

Affective commitment in selected of selected manufacturing companies in central, Uganda

	Scale	1	2	3	4
AC1.	I would be happy to spend the rest of my career in this organization				
AC2.	I enjoy discussing my organization with people outside it				
AC3.	I really feel as if this organization's problems are my own				
AC4.	I think I could easily be attached to another organization as I am to this one				
AC5.	I do not feel like part of the family at my organization				
AC6.	I do not feel emotionally attached to this organization				
AC7.	This organization has a great deal of personal meaning for me				
AC8.	I do not feel a strong sense of belonging to my organization				
	Overall scale				

Continuance Commitment of selected manufacturing companies in central, Uganda

Responses					
	Scale	1	2	3	4
CC1.	If I got another offer for a better job elsewhere I would not feel", " it was right to leave my organization				
CC2.	Jumping from organization to organization does not seem at all unethical to me				
CC3.	I was taught to believe in the value of remaining loyal to one organization				
CC4.	The cost of leaving this organization is higher				
CC5.	I gain skills because of being part of this organization				
CC6.	I can easily find alternative work in any organization after this one				

CC7.	There is sufficient benefit than I would attain it else were				
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Normative commitment of selected manufacturing companies in central, Uganda

Normative commitment					
	Scale	1	2	3	4
NC1.	I would feel guilty if I left my organization now				
NC2.	I would not leave my organization right now because I have a sense of obligation to the organization				
NC3.	This organization deserve my loyalty				
NC4.	I am highly motivated to be in this organization				
NC5.	The management of the organization provide leverage to being here				
NC6.	My agreement with the organization requires more services				
NC7.	There is sufficient evidence that my organization develops me appropriately				

SECTION C: ORGANIZATIONAL PERFORMANCE

Please evaluate the statement by ticking in the box with the number that best suits you.

	Scale	1	2	3	4
PF1	Our state of profitability is steadily growing				
PF2	The university can effectively earn profits				
PF3	The cost per unit of operations are low				
PF4	There is effective cost management in the organization				
PF5	Profits enable better payment to the staff				
PF6	There is high levels of money controls				
PF7	Our University capacity is expanding in operations				

PF8	There is a steadily moving sales growth in the operations				
PF9	There is effective output in operations of our businesses				
PF10	The employee unit output is very low and does not reduce operations				
PF11	The returns in terms of output has tremendously increased				

APPENDIX II: INTERVIEW GUIDE

1. What is the level of employee commitment in the organizations?
2. What is the level of affective commitment in your organizations?
3. What are the challenges affiliated with affective commitment in your organizations?
4. What is the effect of continuance commitment on the universities performance?
5. What are the challenges associated with the universities management in commitment of employees
6. What level of normative commitment is fundamental in the operation of organizations?
7. What are the level of organizational performance for your organizations?
8. What is the state of profitability of your organizations?
9. What is the degree of market growth in your organization
10. Comment on the customer growth in the organization of study?

CURRICULUM VITEA

Abdulrahman Abubakar B.M

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CAREER OBJECTIVE

- To build career in growing organization where I can get the opportunities to prove my abilities by accepting the challenges, fulfilling the organization goal and climb the career ladder through continuous learning and commitment

ACADEMIC QUALIFICATION

- 'O' level west Africa senior school certificate
- certificate in computer (lower credit)
- Currently studying bachelors of human resources management at Kampala international university, 3rd year 2nd semester.

PROFESSIONAL QUALIFICATION

- Basic knowledge of computer

PERSONAL SKILLS

- Quick and always eager to learn new technologies
- Self-motive and a good team player

PERSONAL PROFILE

- Father's name Abubakar
- Date of birth 29/02/1992
- Sex male

- | | |
|-------------------|-------------------|
| ➤ Marital status | Single |
| ➤ Languages known | English and Hausa |
| ➤ Nationality | Nigerian |
| ➤ Hobbies | Playing Soccer |

DECLARATION

I solemnly declare that all the above information is correct to the best of my knowledge and belive.