

## **Influence of Employee Commitment on Organizational Effectiveness of University Registries in South-West, Nigeria**

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### **Abstract**

The main objective of most organizations is to improve the efficiency and effectiveness of the employee's performance which partly depends on effective management. Employees in the organization are valuable assets and studying their behaviour and personality dimensions may provide important guide for effectiveness and efficiency. The objective of this research is to determine the association between organizational effectiveness and employees' commitment, of University registries in South -West Nigeria. Survey research design was adopted for this study and questionnaire was the instrument used to collect data. The population consisted of two thousand two hundred and eighty two (2,282) registry staff of Universities in South –West Nigeria. Using Yamane formula a sample size of 340 registry staff was determined. A total of three hundred and forty (340) copies of the questionnaire were distributed, three hundred and four (304) copies of questionnaire were completed and returned for analysis. Data collected were analysed using frequency counts and simple percentages. Simple regression analysis technique was employed to test the hypothesis. Results of the hypothesis tested showed that employee commitment has a P- value of 0.000 and R2 of 0.687. The hypothesis are significant at 5% significant level, thus the hypothesis is rejected. The study recommends that university administration should pay employees well to make them to be committed; and as well make necessary infrastructural facilities available and also provide conducive working environment for staff for their continued trust and commitment to their organization.

**Keywords:** *Employee commitment, Organizational effectiveness, Affective commitment, Productivity, Continuance commitment, Normative commitment, Registry*

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### **Background to the Study**

Organizational effectiveness implies the ability of an organization to access and use resources to achieve its aims (Federman, 2006). Effectiveness of any organization is largely determined by the manner of work co-ordination, level of workers commitment to the entity and the extent to which workers co-operate with one another, management and the community (Davidmann 2009). In realizing set goals, organizations formulate strategies from which their structures are designed and set targets are achieved. Organizations conduct periodic assessment to ascertain the level of objectives attained. The process of determining the extent of its performance is called organizational effectiveness (Onwuchekwa, 2010). The concept of organizational effectiveness is otherwise called organizational success or organizational worth which associates with goal attainment. Arnold (2016) defined organizational effectiveness as the extent to which an organization as a social system, given certain resources and means, fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members. According to Heilman and Kennedy (2011), organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve organizational effectiveness, management should strive to have better communication, interaction, leadership, direction, productivity, mission accomplishment organizational growth, stability, adaptability and positive environment. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence (Abbah, 2014). Organizational effectiveness is a business strategy designed to improve the efficiency of the organization without reducing the quality of the products or services. By working with professionals in different fields or at different educational levels, a leader obtains new ideas to help reduce costs, improve the product and provide quality customer service. However, it can be used to measure anything within an organization, from leadership, communication, accountability, metric, human performance, to the delivery systems (Anderson & Adams 2015).

From the organizational perspective, commitment leads to a positive attitude in the workplace, easy adaptation to changes and greater creativity. The more committed the employees are, the more contribution they bring, thus the more profitable and successful is the business (MSG Experts 2017). No organization can survive without its employees; every employee at every level in an organization is as important as the senior managers and they needed to be treated well in order to bring the best out of them. Employees with a strong commitment to the organization are assumed to devote themselves to common goals in such a way that organizational effectiveness results from a kind of emotional bond. In addition, creating an environment in which individuals with high organizational commitment are working strengthens the belief of all employees that they will succeed in that organization (Wayne, 2013).

Commitment can be seen as intending to continue in a line of action, thus, commitment may be viewed as intending to continue in a relationship with a particular person (Gounaris, 2005). This is the willingness to stay with the organization, acceptance of the aims of the firm or the identification of employees with the values of the enterprise. A worker with a strong degree of

personal identification with his/her organization would not consider a close-knit organization restrictive, while the same cannot be said of a worker who is inclined to self-realization and individual creativity. Generally, the most important aspects of organizational effectiveness are participation in work, loyalty, and organizational values, including the belief that an individual is psychologically committed to the organization. There are three stages of commitment which include obedience, inclusion, and identity. At the obedience stage, an individual introduces himself to the organization and its people, secondly he feels proud to be included and in the final stage, an individual recognizes that the organization's values are laudable and almost identical to his own (Çetin, 2004). Scholars have frequently measured employee commitment from three perspectives of affective commitment, normative commitment and continuance commitment (Dixit & Bhati, 2012). He (2010) saw employee commitment as the psychological and emotional attachment of an employee to his or her organization, accepting the goals and values of the organization, and delivering high quality service in order to satisfy and retain customers. Narteh (2012) described employee commitment as a state of employees' attachment to their organizations, including their willingness to internalize the values of the organization and abiding by the rules and regulations therein. For the purposes of this study, employee commitment is described as the strength of an employee's attachment to an organization, usually manifested in employee internalization of organizational values, going the 'extra mile' to achieve corporate objectives and staying long in the organization. And for employees to be highly committed there must be an element of trust for such individual or group by the management.

### **Statement of the Problem**

Organizational effectiveness refers to how well an organization achieves its set goals. Central to the system structure of the university is the registry established among other things to coordinate students' enrollment, academic and administrative records. It has been established from the literature that organizational effectiveness of registry personnel is facilitated and promoted if employees are committed and have trust in the University. The importance of employees' commitment must be understood by the university management and sincere efforts must be in place to look into complaints by registry staff regarding their harsh working environment, inadequate welfare packages, insensitivity of some administrators, poor staff motivation as well as inadequate training opportunities. Lack of employee commitment is among factors that have been reported in the literature to be inimical to the effectiveness of universities. The question then is: could the factors of employee commitment, influence the effectiveness of universities? This study therefore sets to find out the veracity of the above assumption

### **Objective of the Study**

The main objective of the study is to investigate the influence of employee commitment, as determinants of organizational effectiveness in South-West Nigerian Universities. Specific objectives are to:

- (i) Determine the influence of employee commitment on organizational effectiveness of university registries in South-West, Nigeria.
- (ii) Ascertain the challenges of organizational effectiveness among university registries in South-West, Nigeria.

## **Research Questions**

This study attempted to provide answers to the following questions:

- (i) What is the influence of employee commitment on organizational effectiveness of university registries in South- West, Nigeria?
- (ii) What are the challenges of organizational effectiveness among university registries in South-West, Nigeria?

## **Hypotheses**

The following null hypothesis was tested at 0.05 level of significance:

- i. Employee commitment has no significant influence on organizational effectiveness of university registries in South-West, Nigeria

## **Scope of the Study**

This study examined the influence of employee commitment on organizational effectiveness of University registries in South-West Nigeria. The geographical location of this study was limited to Universities within the South-West of Nigeria which is made up of six states; Lagos, Oyo, Ogun, Osun, Ondo and Ekiti respectively. The study area comprises of forty one (41) Universities in South-West Nigeria. The study concentrated on registry from the selected Universities from the stratum. There was a purposive selection of Federal, State and Private Universities representing the different categories of Universities in Nigeria. The study was limited to University of Ibadan, University of Lagos, Ekiti State University, Lagos State University, Olabisi Onabanjo University, Afe Babalola University, Babcock University, Bell University, Bowen University and Covenant University. Indicators of organizational effectiveness considered are productivity, growth, stability, efficiency, and goal consensus. Employee commitment was measured by affective commitment, normative commitment and continuance commitment.

## **Conceptual Review**

### **Organizational Effectiveness**

Organizational effectiveness is a concept that has been defined in many different ways. According to Zheng (2010) effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its goals. A high effective and high efficiency organizations are well known as high performance entities. They demonstrate excellence in their operational performance as well as strategic planning. Their outcome is productive, cost management is under control, tasks distributed and completed in a timely period. Usually such organizations have high morale and staff commitment, which also results in highest quality of outcome. Effectiveness refers to doing the right things or occupying oneself with the right things (Kinicki & Kreitner, 2003). The concept of effectiveness is linked to the assumption that organizations are goal-oriented. They also argued that effectiveness is essential for improving results; and in order to perform effectively, clarity is needed. Dwight (2012) viewed effectiveness as a qualitative characteristic that indicates the extent to which targeted problems are addressed and the degree to which preset goals and objectives are achieved by employees. Nwadukwe and Court (2012) contended that if workers do not know what results are expected of them, there is a risk that they will work but will not perform effectively, which means that they are not doing the right things and so their contribution will be that of the opposite.

Organizational effectiveness is a clear sign of a good business performance (Dwight, 2012). Employees are aware of the tasks they have been delegated to perform, they are also well informed of the indicators, which are used to assess their outcomes. Their performance and their attitudes lie along the organizations long term goals and vision. Shiva and Suar (2010) agreed that superior performance is possible by transforming staff attitude towards organization from lower to a high plane of maturity therefore human capital management should be closely banded with the concepts of organizational effectiveness. Organizations that learn to focus on what is working and help employees to strive toward the positive will become more successful with more satisfied employees (Anchor, 2009 and Leonsis, 2010). Smart business leaders know that happy workers are productive workers and ultimately benefit their companies (Waggoner, 2013). As long as workers know what their tasks are and what the priority for each task is, they will feel less pressure while working and will be more productive (Nwadukwe & Court, 2012). Organizational effectiveness has been defined as the extent to which organizations achieve their mission through their core strategies (McCann, 2004). More specifically, organizational effectiveness has been defined as the amount of physical output produced for each of the units of productive input (Miller, 2004). Organizational effectiveness has also been defined as successful achievement of financial performances such as increased sales, profitability and market share (Agu and Anichebe, 2015).

Quang (2002) proposes seven measurement criteria of organizational effectiveness. These measurement criteria are employee's satisfaction, profitability, growth rate of sales or revenue, financial growth, competitiveness of the company's products and services, public image and good will and leader in Technology. The measurement criteria postulated by this scholar is quite impressive and cuts across a wide range of issues. It is not restricted to financial performance of any organization as was the case in the past.

Studies have shown that different aspects of effective organizational communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures are positively related to employees' feelings of happiness in the work place and job performance (Neves & Eisenberger, 2012). Morale is defined as the spirits of a person or group as exhibited by confidence, cheerfulness, discipline, and willingness to perform assigned tasks (Definition of Morale, 2000). Morale can be the fuel that drives an organization forward or the fuel that feeds the fires of employee discontent, poor performance, and absenteeism (Ewton, 2007; Richards, 2013). According to Finger (2005), morale is more influenced from the top down than from the bottom up. In order to improve the culture of an organization, the morale of each individual in the group must be improved. Such an overall change is best achieved through the dedicated work of the employees.

### **Employee Commitment**

Numerous factors have been found to inspire commitment. For instance, Ongori (2007) opined that the degree to which employees are committed or loyal to their organization depends largely on job enrichment, employee empowerment and compensation. Employees require a good working environment in order to show their commitment to the organization.



Camilleri (2002) investigated some of the major antecedents that contribute in making employees committed to an organization using regression method and analysis of variance and found that education level, personality and position are significance that determine an individual's level of employee commitment. His findings further revealed that education level and position are significantly stronger for the continuance and normative dimensions of employee commitment while personality is significantly stronger for the continuance and effective dimensions. Dex and Smith (2001) applied OLS regression of the log 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 leadership styles (focusing mainly on transformational and transactional leadership styles) and employees' 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 staff 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 organizations 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 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, 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. Akintayo (2010) investigated the impact of work family role conflict on employee commitment of industrial workers in Nigeria using linear regression analysis and test and found that there was a significant but negative contribution of work family role conflict to employee commitment.

Akintayo (2010) recommended that organizational support programme 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.

1. Affective Commitment involves the employee's emotional attachment to, identifying with, and involvement in the organization;
2. Continuance Commitment involves commitment based on the costs that the employee associates with leaving the organization; and
3. Normative Commitment involves the employee's feelings of obligation to stay within the organization.

### **Employee Commitment and Organizational Effectiveness**

Distinguished performing companies perceive that employee commitment is a premier contributing factor toward maintaining continual success and composing value. An engaged employee is participative and energized about their work and performs in an aspect that will progress the organization's interest. An engaged workforce helps optimize and retain talent for the long-term because the employees choose to continue, even when other employment opportunities prevail. Meyer & Herscovitch (2001), analysed organizational effectiveness through organizational commitment. Commitment in the workplace may take various forms such as relationship between leader and staff employee's identification with the organization, involvement in decision making process, psychological attainment felt by an individual. The top three drivers of employee commitment are Fulfillment, Fairness, and Care & Concern for employees. The fun, excitement, ecstasy, and opportunity for relating one on one with colleagues from various departments of the organization is capable of increasing job satisfaction and commitment (Gbonee, 2017). From last span of twentieth century onwards, theory like employee commitment and employee engagement started to emerge that competency and output lie within the employees' ability and commitment. Employers now envision that by focusing on employee commitment, they can create more efficient and productive workforce. Any drive of enhancement which is taken by management cannot be conducive without persistent involvement and engagement of employees: Prevailing research concerning employee commitment features the hazard of viewing commitment as a shallow construct that can be enhanced by a particular human resource policy. This accepts that a particular practice, for example offering elastic working arrangements or more training, will have a significant and valuable effect on employee commitment. Unfortunately, in practice it is not that simple because there is no single solution.

All employees' wants and needs cannot be addressed by a single policy. What is now credible is that, as long as the organization has been able to attract the right human capital and has provided an acceptable work environment, employee commitment will be considerably affected by the interactions that occur between colleagues and with their immediate and senior managers. Commitment is complex and continuous, and requires employers to discover ways of enhancing the work life of their employees. Johannson, (2017) suggests that organizations need to pay more attention to addressing employees' social need to affiliate and belong. He argues that employees want to be in environments that make them feel comfortable.

Human resource management theory is established on the assumption that employees and organization coexist mutually through exchange relationship (Johannson, 2017)). They are reliant on each other. None of them can function effectively lacking the sustenance of the other party. Both parties mutually coexist by supporting each other for their efficient functioning. (Levine, 2001). Simpson (2009) has stated that this type of relationship is due to two factors, first is the inducement by the organization and the second is the employee contribution. The employee's contributions to the organization is based on the employee's commitment, his performance and participation in all important decisions relating to the work of the organization. Luthans (2008) articulates that employees perceive the behavior and actions of managers as actions of the organization itself. Employees develop positive attitude towards the organization where the actions of the managers clearly show that employees are part of the organization.

### Methodology

The design adopted by this study is survey. The target population for this study comprises non-academic staff working in the registry beginning from registrar to the most junior staff. In all, there are two thousand two hundred and eighty two (2,282) respondents comprising all registry staff in the forty one (41) universities in South-West, Nigerians.

### The proportionate sampling technique of total sample size of universities in South-West, Nigeria

**Table 1:** Sample Size Distribution

S/N	Strata under Consideration	Year of Ext	Registry Staff	Percentage taken	Proportions % x total sample size	Sample size of population
1	University of Lagos	1962	190	$190/955 \times 100 = 19.9\%$	$19.9\% / 100 \times 340 = 67.7$	68
2	University of Ibadan, Ibadan	1948	92	$92/955 \times 100 = 9.6\%$	$9.6\% / 100 \times 340 = 32.6$	33
3	Ekiti State University, Ado Ekiti	1982	78	$78/955 \times 100 = 8.1\%$	$8\% / 100 \times 340 = 27.2$	27
4	Lagos State University, Ojo	1983	105	$105/955 \times 100 = 11\%$	$11\% / 100 \times 340 = 37.4$	37
5	Olabisi Onabanjo University, Ago-Iwoye	1982	212	$212/955 \times 100 = 22.2\%$	$22\% / 100 \times 340 = 74.5$	75
6	Babcock University Ilishan	1999	102	$102/955 \times 100 = 10.6\%$	$10.6\% / 100 \times 340 = 36.1$	36
7	Bowen University, Iwo	2001	31	$31/955 \times 100 = 3.2\%$	$3.2\% / 100 \times 340 = 10.9$	11
8	Covenant University, Ota	2002	47	$47/955 \times 100 = 4.9\%$	$4.9\% / 100 \times 340 = 16.7$	17
9	Afe Babalola University, Ado Ekiti	2009	32	$32/955 \times 100 = 3.4\%$	$3.4\% / 100 \times 340 = 11.6$	12
10	Bells University of Technology, Ota	2002	66	$66/955 \times 100 = 6.9\%$	$6.9\% / 100 \times 340 = 23.5$	24
	<b>Sample Size Total</b>		<b>955</b>			<b>340</b>

### Sample Size and Sampling Technique

A sample is a subset of the population which can be used to generalize. This involves taking part of a population to investigate and the results from the sample could be concluded as representing the whole population. Hence, the multistage sampling technique was used to select participants from the target population as shown. The first stage of the sampling technique adopted a proportionate stratified random sampling technique to select the three



categories of universities from federal, state and private universities. Secondly, purposive sampling technique was used to select two federal, three state and five private universities based on the age(year of establishment) of the universities and their population. According to Aina (2002), purposive sampling can be viewed as a judgmental form of sampling in which researchers, based on their knowledge of the population, handpick certain individuals for their relevance to the issues being studied. One of its major advantages of purposive sampling technique is that it increases the likelihood that researchers get at least some relevant information from the respondents at sites considered to possess certain characteristics crucial to the study. Yamane's (1967) sample size computation formula was used to calculate the sample size in the ten selected universities. This formula is usually used to determine sample size when the population is known. According to Yamane (1967) 39% of a total population could be used to derive the actual population.

### Hypothesis

**Hypothesis:** Employee commitment has no significant influence on organizational effectiveness of University registries in South-West, Nigeria.

**Table 2:** Influence of employee commitment on organizational effectiveness of University registries in South-West, Nigeria

Ariable	Coefficient	Std. Error	t- Statistics	Prob.
(Constant)	39.718	2.096	18.950	.000
Affective Commitment	.779	.148	5.268	.000
Continuance Commitment	.060	.136	.444	.657
Normative Commitment	.658	.159	4.128	.000
R-Square	0.706			
Adjusted R-Square	0.699			
F-statistics	44.178			
Prob. (F-statistics)	.000			

Dependent Variable: Organizational Effectiveness

The hypothesis reveals a multiple regression result of the effect of the components of employees' commitment on the organizational effectiveness. A critical inspection of this result shows that there is a significant positive influence of Affective Commitment on organizational effectiveness (coefficient= .779,  $t=5.268$ , prob. =0.000), a significant positive influence of Normative Commitment on organizational effectiveness (coefficient= .658,  $t=4.128$ , prob. =0.000). While there is no significant positive influence of Continuance Commitment on organizational effectiveness (coefficient= .060,  $t=.444$ , prob. =.657). The Adjusted R-Square of 0.699 reveals the explanatory power of employee commitment on the organizational effectiveness, the result shows that 69.9% variation in organizational effectiveness is explained by the components of employee's commitment in the organization. The F-statistic reveals that the parameter of the general model is significant at 0.000 which is less than 0.05 level of

significance. This means that the parameters estimates in a whole are statistically significant in explaining organizational effectiveness. The estimated multiple regression model to predict organizational effectiveness by employee commitment is thus expressed as:

$$OE = 39.718 + 0.779AC + 0.658NC \text{ e.g}$$

Where: OE = Organizational effectiveness  
AC = Affective commitment  
NC = Normative commitment

The regression model above shows that holding employee commitment to a constant zero, organizational effectiveness of Universities registry in South-West, Nigeria would be 39.718 implying that without employee commitment, organizational effectiveness to leave would be 39.718 which is a positive and signifies clear effectiveness. The results of the multiple regression analysis indicates that when affective commitment is improve by one unit, organizational effectiveness will be positively affected with an increase of 0.779 while normative commitment will increase organizational effectiveness by 0.658. The result shows an overall statistical significance with  $p < 0.05$  which implies that employee commitment influence organizational effectiveness of Universities registry in South-West, Nigeria. The result revealed that affective commitment has the highest influence on the organizational effectiveness of Universities registry in South-West, Nigeria followed by normative commitment. While the continuance commitment was not significant in the model that was while it was removed from the equation. Hence, the null hypothesis is rejected.

### **Conclusion**

This study provides empirical evidence on the influence of employee commitment, on organizational effectiveness of University registries in South- West Nigeria. It was revealed that employee commitment, organizational trust, records management practices significantly determined organizational effectiveness. Findings of this study indicated that employee commitment as well influenced organizational effectiveness positively. This is because employees of an organization have the ability to be effective when they see clearly the link between an increase in their efforts and an increase in their recognition and therefore they are encouraged to do more.

### **Recommendations**

Based on the findings that were revealed in this study the following recommendations are made:

1. The Universities in South-West Nigeria should improve the commitment of the employees by empowering and paying them well to enable them stay and feel committed to the organization.
2. To ensure effectiveness, management must be up to the task of recognizing good job performance, new innovation and rewarding them accordingly.
3. The University administration needs to make available necessary infrastructural facilities, qualified staff (trained records managers/workers), conducive environment

and staff who have good customer relation and can relate with both customer and stakeholders to improve the image of the university.

4. The level of organizational effectiveness should be maintained and can still be improved upon at every stage of the construct if the universities management's will cooperate with the workers, they can go to any length to achieve a determined goal in the area of stability, productivity, growth, and goal consensus.

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