

**EXPLORING THE EFFECTS OF ORGANIZATIONAL
COMMITMENT ON EMPLOYEE PERFORMANCE:
AN EMPIRICAL STUDY OF ACADEMIC STAFF IN HIGHER
EDUCATION**

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Abstract

This study examines the effect of organizational commitment on employee performance with special reference to academic staff in higher education institutions. Organizational commitment is conceptualized using Meyer and Allen's three-component model: affective, continuance, and normative commitment. A quantitative research design was adopted, and primary data were collected from 142 academic staff members using a structured questionnaire. Statistical tools such as descriptive statistics, reliability analysis, one-way ANOVA, and regression analysis were applied using SPSS. The results reveal that organizational commitment has a significant and positive impact on employee performance. Among the three dimensions, affective commitment emerged as the strongest predictor of performance, followed by normative commitment, while continuance commitment showed a relatively weaker influence. The findings suggest that higher education institutions should focus on strengthening emotional attachment, loyalty, and supportive work environments to enhance employee performance and institutional effectiveness.

Keywords:

Organizational Commitment, Employee Performance, Affective Commitment, Higher Education, OAK Conference

1. Introduction

Higher education institutions play a vital role in national development through teaching, research, and knowledge creation. The effectiveness of these institutions largely depends on the performance of their academic staff. In recent years, organizational commitment has gained significant attention as a key factor influencing

employee attitudes, behavior, and performance. Employees who are committed to their organization tend to exhibit higher motivation, reduced turnover intentions, and superior job performance.

2. Review of Literature

Organizational commitment has been widely studied in organizational behavior literature. Meyer and Allen (1991) proposed a three-component model comprising affective, continuance, and normative commitment. Previous empirical studies have consistently shown a positive relationship between organizational commitment and employee performance. Affective commitment is often found to be the strongest predictor of positive work outcomes, while continuance commitment mainly influences employee retention. Normative commitment reflects moral obligation and loyalty toward the organization.

3. Research Methodology

The study adopted a descriptive and exploratory research design. Primary data were collected through a structured questionnaire using a five-point Likert scale. The sample consisted of 142 academic staff members from selected higher education institutions. The questionnaire measured three dimensions of organizational commitment and employee performance. Reliability analysis showed a Cronbach's alpha value of 0.909, indicating high internal consistency.

4. Results and Discussion

The results of descriptive analysis revealed moderate to high levels of organizational commitment among academic staff. Regression analysis indicated that organizational commitment significantly predicts employee performance. Affective commitment showed the strongest positive effect on performance, followed by normative commitment. Continuance commitment demonstrated a weaker yet positive relationship. One-way ANOVA results indicated significant differences in commitment levels across selected demographic variables.

5. Conclusion and Recommendations

The study concludes that organizational commitment plays a crucial role in enhancing employee performance in higher education institutions. Management should focus on policies that foster emotional attachment, loyalty, and professional development. Creating supportive work environments, ensuring organizational justice, and



encouraging participative decision-making can significantly improve employee commitment and performance.

References

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.

