

MODERATING ROLE OF EMPLOYEE PARTICIPATION IN ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE RELATIONSHIP IN THE NIGERIAN TELECOMMUNICATION INDUSTRY

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Abstract

The need for this study arises as a result of the current challenges being faced by the Nigerian telecommunications company over time as a result of poor performance. Therefore, The purpose of this study is to ascertain how employee engagement affects the links between organizational commitment and employee performance in the Nigerian telecommunications industry. A descriptive research survey and positivist research philosophy were used in the study. The population of the study is 11,289 employees of three selected telecommunication companies in Lagos State, Nigeria. The study adopted convenience sampling while the sample size was determined through an online sample size calculator, which resulted in 372 participants. A self-administered questionnaire was used to gather information from the respondents. The social package for social sciences (SPSS) was used to analyze the data acquired for the study, and partial least square structural equation modeling (PLS-SEM) was utilized to test the proposed hypotheses. The results showed that organizational commitment affects employee performance positively. Also, employee participation significantly moderates the relationship between organizational commitment and employee performance. In conclusion, organizational commitment is a significant predictor of enhanced employee performance in the Nigerian telecommunications company. In implication, the findings provide fresh insights into strategic management planning and the design of programs to boost employee performance in the telecommunications industry.

Keywords: employee participation, employee performance, organizational commitment, affective, continuance, and normative commitment.

Introduction

Employee participation is a key element on which every organizations they should focus (Sigler & Pearson, 2020). Employee involvement is also seen as a crucial success factor for firms since it fosters worker loyalty and performance, lowers absenteeism, and ultimately increases bank profitability (Liang, Saraf, Hu, & Xue, 2020). Employee participation is aided by effective communication within an organization. When organizational employees are given the opportunity to participate in organizational decision-making, they feel more connected to the organization (Sigler & Pearson, 2020; Kulachai, Narkwatchara, Siripool & Vilailert, 2018). Conversely, insufficient or restricted employee input into decision-making will result in decreased job satisfaction, organizational commitment, and worker performance (Kulachai et al., 2018). According to research findings (Ismail et al., 2019), human resources are the most important assets that help businesses maintain their competitive advantage and survive.

Employee commitment helps to improve organizational performance. A company that increases its employees' commitment will prosper and continue to grow. (Jimoh and Kee, 2022). As opposed to that, the progress of the organization can be hampered by low employee productivity and subpar employee performance. Isiaka, Kadiri, Adeoti, Saka, Sulieman, and Jimoh (2019) attribute employee performance to commitment and participation on the part of the employees. They believe that a high-commitment workplace promotes worker productivity and efficiency, lowers operating costs, and improves staff retention. Allen and Meyer (2004) claim that a strong organizational commitment motivates employees to work harder to promote the organization's goals. A person who exhibits a high level of organizational commitment sees himself as a genuine employee of the business, is more inclined to defend the business's ideals and principles, and is more tolerant of minor sources of unhappiness (Tolentino, 2013).

The performance and expansion of an organization are aided by employee motivation (Aguenza & Som, 2018). However, it is now crucial for the organization to raise employee performance through organizational commitment in order to ensure that they meet expectations, employee motivation, and employee participation. That is, the ability to take part in decision making in the organization and to gain total commitment in order to achieve optimal employee performance. Employee participation has to be introduced in organizations where power is shared, in which everyone will be given an opportunity to participate and team up to achieve the organizational goal (Bhatti, Akram, Bhatti, Akram, & Bilal, 2019). It has been recognized by researchers and practitioners that lack of organizational commitment, poor motivation, and employee participation are the major causes of poor employee performance in the different sectors of the economy (Hieu & Cham, 2020).

Furthermore, earlier studies such as the work of Chien, Mao, Nergui, and Chang (2020); Suliman and Iles (2019); Jimoh and Kadiri (2018); and Faraji (2018) recommend the need for more empirical research on organizational commitment and employee performance and that a comprehensive study of the three components of organizational commitment may help to identify which of the three components of organizational commitment is associated with high employee performance. However, Puspaatmaja and Satrya (2016) suggested that future studies should consider the moderating role of employee participation on motivation and employee performance. The impact of organizational psychology and employee behavioral concerns such as organizational commitment and its influence on performance have been studied in recent years (Rafiei, Amini, & Foroozandeh, 2014). According to a number of empirical studies, including those by Ahmed et al. (2013) and Ismail et al. (2019), human resources are the most important assets for businesses to maintain their viability and competitive edge. An organization that increases worker output and performance will survive and prosper (Isiaka, Kadiri, & Jimoh, 2017).

On the other hand, low employee commitment, low participation, and inadequate employee rewards can stymie the firm's progress. Tolentino (2013) credits the participation and commitment of the employees as the reason for the employees' performance. According to her, a high-commitment environment boosts employee performance and efficiency while lowering operating costs and improving employee retention rates. The performance of the employees reduces due to an increase in their low morale and intense work pressure, which eventually affect employee performance (Yusuf & Raimi, 2019). This is one of the major human resource issues in the Nigerian telecommunications company, which has significantly hampered the sector's performance (Sadiq, 2019). Moreover, the need for this study arises as a result of the current challenges being faced by the Nigerian telecommunications company over time as a result of poor performance. As macroeconomic activities seriously slowed down, the financial intermediary position of the industry became severely impaired.

It is because of this that a significant reform of the entire Nigerian telecommunications company was proposed by the Nigerian ministry of communication. The telecom industry in Nigeria is currently competing while attempting to be globally competitive, and one way to do this is through employee commitment. Because it increases employee retention, reduces operational expenses, and encourages productivity and efficiency among staff members, a high-commitment atmosphere is better for business. Besides, a substantial number of studies (Loan, 2020; Sungu, Weng, Hu, Kitule, & Fang 2019; Naveed et al., 2018; Krishnanathan & Mangaleswaran, 2018; Nazir & Islam, 2017; Nirushan, 2019) have established a direct relationship between organizational commitment and employee performance. However, the findings' inconsistencies could be attributed to various study contexts such as nationality and industry studied and the aim of this study is to address these gaps.

Research Objectives

- i. To examine the effect of organizational commitment on employee performance and
- ii. To determine the moderating effect of employee participation on the relationship between organizational commitment and employee performance.

Contribution and significance of the study

This study will serve as a guide for telecommunication companies' management to gain insight into why it is necessary for them to improve employee commitment and performance within the system. Besides, the study will help answer how to improve employee performance. Lastly, organizations spent much money to keep their employees abreast of their rivals, to withstand the taste of time, and to compete favorably among their rivals. Therefore, this study, through its findings, will enable the management of the telecommunication companies as well as the shareholders to know whether the money they are investing to motivate their employees for better performance actually has an effect on job performance.

Literature Review

Organizational Commitment and Employee Performance

The link between employee performance and corporate commitment, and employee satisfaction was examined by Naveed et al. (2018). A self-administered questionnaire was used to collect data from 110 employees from ten banks, who served as the statistical population. Data analysis methods included regression analysis, "ANOVA," and the correlation coefficient. There are two independent variables. 1) Corporate dedication 2) Employee performance is the independent variable, and employee satisfaction is the dependent variable. They discovered a connection between employee performance and organizational commitment. Krishnanathan et al. (2018) study on organizational commitment and worker performance with a focus on administrative officers was done at the University of Jaffna in Sri Lanka. A systematic questionnaire was used to collect information for this study from 40 administrative officers at the University of Jaffna in Sri Lanka. Univariate and bivariate analysis of the data were performed. According to the study's findings, there is a mediocredly positive correlation between organizational commitment and employee performance.

Hafiz (2017) also looked into the connection between employee performance and organizational commitment in the banking industry of Lahore. Employees of Lahore-based private and public banks filled out a total of 213 questionnaires. Affective, normative, and continuous commitment were found to be positively correlated with employee performance on an individual and group level using regression analysis to determine the results. The moderating role of job satisfaction in the link between organizational commitment and employee performance was examined by Loan (2020). 547 Vietnamese corporate employees participated in a survey. The results of the investigation provided evidence for all of the hypotheses.

Job happiness therefore enhanced job performance when organizational commitment was managed, and vice versa for organizational commitment and employee performance. Because it dramatically decreased when work happiness was included in the model, the association between organizational commitment and job performance appears to be mediated by job satisfaction. The findings indicate that there may not always be a direct link between organizational commitment and job performance that leads to the desired outcome, job performance. This certainly contradicts the past findings.

Nirushan's (2019) investigation into the relationship between organizational commitment and employee performance focused on organizations in the Trincomalee district. For the purpose of using closed-ended questionnaires to gather data, only 98 employees were selected as study samples. Univariate and bivariate analysis were used to investigate the levels and relationships between the variables under consideration. The findings indicate a significant relationship between corporate commitment and employee productivity. Charles looked into how organizational dedication, ethics, and leadership affected employee performance (2020). The questionnaire for the study was distributed to 120 permanent employees of Bank Indonesia's Department of Money Management. Both descriptive statistics and structural equation modeling were used in the data analysis (SEM). The descriptive analysis method was applied, and the test device used was SEM-AMOS.

Four variables, twelve dimensions, and twenty-four indicators were used in the study. The findings indicate that organizational commitment has a big impact on worker performance. Nazir and Islam

looked at how employee involvement might improve corporate commitment and worker performance (2017). a research project. A self-administered questionnaire was used to collect information from 410 employees of various higher education institutions in India. The data was evaluated using structural equation modeling. The findings demonstrated that perceived organizational support had a favorable impact on employee performance and affective commitment. Additionally, Al Zefeiti and Mohamad (2017) discovered that employee engagement mediates these correlations. the impact of organizational commitment on the work performance of Omani public employees The goal of the paper is to fill a knowledge gap. In order to evaluate organizational commitment, a questionnaire was used. Employee performance was evaluated using contextual and task performance. The instrument was completed by 335 middle-level managers from Omani public civil service enterprises using the quantitative survey approach. Moment structure analysis was used to examine the acquired data and test the study questions and hypotheses. Confirmatory factor analysis and structural equation modeling were both used in the data analysis. According to the research findings, all organizational commitment subscales— affective, normative, and continuance—have a significant impact on all aspects of work performance, including task and context performance.

Ikyanyon et al. (2020) examine how employee commitment affects organizational performance using data from a Nigerian cement manufacturer. A Nigerian cement manufacturing company responded with 248 people. Regression analysis was used to create and test hypotheses, and questionnaires were used to gather data. The results showed that normative commitment had no impact on organizational performance, whereas affective and continuance commitment had a significant positive impact.

Moderating Role of Employee Participation in Organizational Commitment-Employee Performance Relationship.

Butali (2018) investigated how employee participation impacted organizational performance using organizational commitment as a moderator. 5,866 employees from Kenya Power, KenGen, and Mumias Sugar Company made up the study's population. The investigation employed a descriptive survey research design. The results of the study showed how significantly employee involvement affects organizational effectiveness. The results showed that the relationship between employee engagement and organizational performance was moderated by affective commitment, continuance commitment, and normative commitment.

In a case study involving Nepalese commercial banks, Gyawali (2017) examined the effects of employee engagement on job satisfaction, fairness perception, and organizational commitment. Commercial banks were divided into three categories: joint ventures, non-joint ventures, and public banks. There were 15 commercial banks in the sample. 200 observations in all, including 70 from joint venture banks, 110 from non-joint venture institutions, and 20 from public banks, were used for this research. Employee participation has a favorable and considerable impact on how justice toward employees is seen, as well as on job satisfaction and organizational commitment. Of the three factors influencing organizational commitment, employee participation has the highest correlation coefficient.

Beltrán-Martn (2018) investigated how the relationship between HR bundles and productivity was influenced by employee skills, motivation, and engagement. This enables us to test a multilevel model that takes into account the impact of three HR bundles on employee AMO as well as the bottom-up contribution of these three employee-related elements to their overall performance (skill, motivation, and opportunity enhancement). We use matched data from 262 R&D personnel, 83 R&D managers, and 83 HR managers in a sample of Spanish businesses. Our findings show that increasing employee capacities and motivation through skill- and opportunity-enhancing HR bundles results in more involvement opportunities for employees. Suliman and Iles (2019) looked into the issue of whether or not organizations can benefit from ongoing commitment. a fresh perspective on the commitment-performance connection. The results are in line with the idea that organizational commitment is a three-dimensional idea. The findings also show a positive relationship between the three components of the global form of commitment and job performance. It is encouraged to do an empirical study on the relationship between organizational commitment and employee performance to ascertain which of the three organizational commitment components is most strongly correlated with high employee performance.

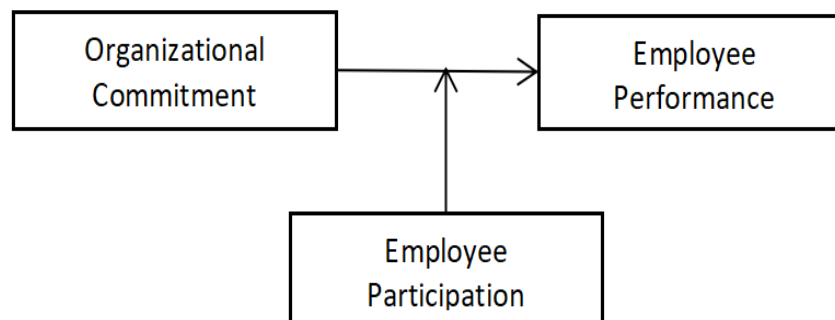
Social Exchange Theory (SET)

The first mention of the concept of social trade can be found in an article by American sociologist George Homans from 1958 titled "Social Behavior as Exchange." Homans put forth a model that combined behaviorism with fundamental economics (Haley, 2018). In the years that followed, further investigations broadened the scope of Homans' central ideas. According to social exchange theory, a relationship between two people develops after conducting a cost-benefit analysis (Chou, 2016). In other words, it's a measure of how much work someone puts into a one-on-one conversation.

Social exchanges, in the words of Blau (1964), are "voluntary actions" that can be sparked by a company's management of its personnel, in the hopes that such behavior will later be reciprocated. The fairness principle underpins the concept of social exchange theory (Blau, 1964; Gouldner, 1960). It is one of the most often used theoretical paradigms for analyzing organizational behavior (Coyle-Shapior & Conway, 2005). This theory serves as the theoretical foundation for comprehending organizational interactions (Coyle & Conway, 2005). Social exchange theory postulates that employees demonstrate committed behavior when they are given rewards and opportunities. As a result, when organizations manage their employees through the deployment of motivational factors, employees will be more committed to their job, which further results in improved employee performance (Emam, Jais, & Tabash, 2018).

In SET, encouragement activities performed by employees and the organization enhanced employee performance, which led to organizational commitment (Aldhuwaihi, 2013). Based on social exchange theory assumptions, people join a company in the hope that it will create a decent working atmosphere and culture where they can use their skills and competence to achieve their objectives. Therefore, a healthy interaction in the relationship between employees and the organization enhances employee performance (Ahmed, Khuwaja, Brohi, & Othman, 2018). According to Foa and Foa (2012), the social exchange theory is composed of three principles that explain the relationships between employees and their employers: rationality, reciprocity, and specificity. The first principle states that an employee will associate with a business that can offer them enticing rewards and satisfy their fundamental needs and desires.

6. Conceptual Framework



Hypotheses Development

Organizational Commitment and Employee Performance

According to Mohammed and Eleswd (2013), organizational commitment refers to how much people identify with and adopt an organization's values and goals when performing their job duties. Strong commitment to the company's values and objectives, as well as a strong desire to stay on staff, can inspire employees to put in more effort (Al Zeifeti & Mohamad, 2017). Committed employees are increasingly recognized as an organization's primary asset (Al Zefeiti & Mohamad, 2017). Affective commitment has been shown to reduce turnover and improve performance (Nafiz, 2017). Commitment, as a stronger attachment, leads to improved job performance and employee performance (Ikyanyon et al., 2020). Employees that are psychologically attached to the company and have a strong commitment to it will perform well at work (Al Zeifeti & Mohamad, 2017). Work achievement is valued as a key

performance indicator within the company, and developing creative strategies for organizational progress is acknowledged as a profession (Aboazoum et al., 2015).

Workers who are highly committed to both their profession and their organization outperform those who are less committed, resulting in increased organizational effectiveness (Charles, 2020). Overall organizational commitment is an important aspect to consider for organizational productivity and performance (Krishananthan & Magaleswaran, 2018; Hafiz, 2017). Committed employees enjoy talking about their organization with people outside of it; they have a strong sense of belonging to their organization and feel obligated to stay with it. Previous research on organizational commitment and employee performance has yielded contradictory results in various national and industry contexts. In previous studies, Chien et al. (2020), Charles (2020), Ikyanyon et al. (2020), and Nirshan (2019) discovered a positive relationship between organizational commitment and employee performance.

The findings from their study found that organizational commitment influences the performance of higher education institutions in India. In a similar direction, Aftab, Ali Shah, and Khan (2020) also investigated the impact of organizational commitment on the performance behavior of university employees in four different cities in Pakistan. The result of the research found that organizational commitment positively and significantly influences the performance behavior of university teachers. In the context of small and medium-sized family enterprises, Franco and Franco (2017) examined how organizational commitment is associated with employee contextual performance. The study adopted a quantitative and exploratory research methodology, and data were collected via questionnaire from 101 employees of SME family businesses in the inland region of Portugal. The findings from the study concluded that in small and medium-sized enterprises, organizational commitment positively and significantly influences employee performance. The study also suggests that future studies look into the subject inquiry in other sectors of the economy.

Chiu, Won, and Bae (2019) investigate the relationship between organizational commitment and employee job performance in sport and fitness services. The study used a survey questionnaire to collect data from 254 employees from 12 municipal centers in Taipei City, Taiwan's capital. The data was analyzed through structural equation modeling. The result of the research analysis reported that organizational commitment has a positive influence on employee job performance. Hendri (2019) also analyzed how organizational commitment enhances the performance of a limited liability company in the West Kalimantan province of Indonesia. The study's findings also revealed that when employees demonstrate strong organizational commitment, their performance improves.

However, contrary to the above findings, Sungu, Weng, Hu, Kitule, and Fang (2019) conducted a similar study in the context of the insurance industry in East and Central Africa. Data was gathered from 403 sales representatives at the chosen insurance company, who reported a negative commitment-performance nexus. In another study, Rita, Otto, Yohanes, Ruben, and Anita (2018) found an insignificant impact of organizational commitment on employee performance through organizational citizenship behavior. Based on the aforementioned reported findings, and in order to test the relationship between organizational commitment and employee performance in the banking sector, the following hypotheses were formulated:

H₁: Affective commitment improve employee performance.

Employee participation in organizational commitment and Employee Performance Relationship

According to Sofijanovna and Chatleska (2013), employee participation is a process of engaging and equipping employees to use their efforts to improve their personal and organizational performance. It has been acknowledged as a managerial mechanism for getting the best out of employees (Chimaobi & Chikamnele, 2020). Power is shared among employees who would otherwise be unequally positioned in the hierarchy through employee participation (Locke & Schweiger, 1979). Participation is likely to have a variety of effects on organizational performance, which may result in better decisions. Employee involvement in organizational decision-making is recognized as a managerial method for improving organizational performance through the pursuit of shared goals between employees and managers.

Employee involvement in mission statement creation, policy and procedure development, pay and promotion determination, and perk determination helps to achieve this.

Employee participation in decision-making, which has become a crucial topic in human resource management, is thought to be one of the primary components of employee voice, which many management scholars have identified as a developing management concept. They came to the conclusion that in order to improve firm performance, which leads to profitability and ethical behavior, managers must allow high levels of employee involvement in decision-making. This will increase employee commitment and humanize the workplace. In their study of SMEs, Ray and Ray (2011) found that employee engagement increases job satisfaction.

Thornton (2009) discovered a significant correlation between the frequency of employee consultation and job satisfaction, contrary to Spreitzer, Kizilos, and Nason's (1997) finding that employees who have more control over how they complete their own work have higher job satisfaction and, as a result, higher job performance. According to Khattak, Iqbal, and Bashir's (2012) research, employee involvement and participation at work significantly improve job satisfaction and boost organizational performance. She contends that in many cases, employees make firm-specific investments in human capital, drawing on Williamson's (1997) views on asset specificity and relationship-specific investments. Employees face a risk because managerial opportunism may prevent them from reaping the full benefits of this investment. Furthermore, employees incur opportunity costs because they could have invested their human capital in more lucrative ways elsewhere. Employees, like financial investors, bear risk in situations where employee knowledge and skills are critical to wealth creation.

Numerous studies have demonstrated that involving staff in decision-making improves motivation, job performance, and organizational development (McDuffie and Pil, 2010). Increased employee participation may or may not have a direct effect on organizational performance, according to numerous studies. Some detractors, like Sashkin (1976), contend that management must employ participation in an ethical manner in addition to being effective. Worker participation, in the opinion of Locke and Schweiger (2001), is merely a managerial strategy that occasionally works well.

Participation allows for the expression of a diverse range of viewpoints, and people are more likely to follow through on decisions they make for themselves. Employee participation enables interaction between workers rather than requiring all communications to go through management, saving management time. Managers and their employees participate equally in information processing, decision-making, and issue solving in participatory management (Wager, 1994). Nel et al. (2004) defined motivation as "the force that drives us to act; it results from our specific needs being satisfied (or met), which provides inspiration to accomplish the activity." These demands vary from person to person since everyone has various motivational needs, according to Bittel and Newstrom (2002). They might put in more effort, which would boost the caliber of the work produced.

Employee participation is linked to traits like responsibility, control rights, revenue rights, and risk-taking, claim (Grimsrud and Kvinge, 2010). Lawler (1990) then provided a lengthy list of the advantages of employee involvement in the business. He claimed that employee involvement produces innovative and more effective workplace practices as well as better internal communications (between managers and workers as well as across work departments). Participation by employees improves job satisfaction and lowers staff turnover. Additionally, because employee participation is focused on teamwork and training, it promotes greater staff flexibility and job motivation. Better work methods result in higher output rates, which in turn improve the quality of the company's goods and services.

According to Markowitz (1996), when employees have higher job commitment and morale due to increased participation in decision-making, they carry out their responsibilities more precisely. Employee productivity plays a role in organizational profitability as well as industry stability. Attewell (1994) asserts that raising performance is unquestionably a significant national challenge. As the global economy becomes more competitive, we must find new ways to improve organizational performance (Mendes & Stander, 2011). Participatory governance in the workplace is essential because workplace issues are too complex and interdependent to be handled by a few people in authority (McLangan & Nel, 1995).

Worker participation, according to McGregor (1960), means giving people the chance to have a say in choices that impact them in the right circumstances. With this kind of delegation, the subordinate is given more authority and freedom to close the communication gap between management and employees. As a result, workers feel more a part of the company and are more likely to volunteer their time to help with management tasks. Three characteristics allow for the classification of employee decision-making participation into three different categories (Locke and Schweiger, 1997).

These are direct and indirect influence, formal and informal participation, and degree of influence. In contrast to informal participation, which can be as informal as a conversation with a manager, "formal participation" is defined as a set of rules to be followed. In contrast to indirect participation, which involves employee representation, direct participation entails immediate personal involvement. and on the basis of that, the following hypothesis was formulated:

H₂: The greater the employee participation is, the stronger the effect of affective commitment on employee performance.

Methodology

A descriptive research survey and positivist research philosophy were used in the study. The population of the study is 11,289 employees of three major telecommunications companies in Lagos State, Nigeria, named MTN, Glo, and Artel. The study adopted convenience sampling while the sample size was determined through an online sample size calculator, which resulted in 372 participants. A self-administered questionnaire was used to gather information from the respondents, and the reliability of the study instruments was assured through the initial administration of a pre-test.

All the items of the questionnaire were adopted from the past study. The study used both descriptive statistics (mean, standard deviation, frequency table, and test of normality) and inferential statistics (regression) to analyze the collected data through the social package for social sciences (SPSS). Partial least square structural equation modeling (PLS-SEM) was used to test the formulated hypotheses.

Measurement Items

Employee Performance

The items of employee performance in this study were adopted from Employee Performance construct used by Williams and Anderson (1991). The list of items is presented in Table 1.

Table 1

Employee Performance

-
1. I am a top performer.
 2. I am in the top 10% of front-line employees here.
 3. I get along better with customers than others do.
 4. I know more about services delivered to customers.
 5. I know what my customers expect.
-

Source: Williams and Anderson (1991)

Organizational Commitment

The items of organizational commitment in this study were adopted from Alan and Meyer (1990). The list of items is presented in Table 2.

Table 2**Organizational Commitment**

-
1. I would be very happy to spend the rest of my career in this organization.
 2. I really feel as if this organization's problems are my own.
 3. I believe I have too few options to consider leaving this organization.
 4. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.
 5. I do not feel any obligation to remain with my organization (R).
 6. I would feel guilty if I left this organization now.
-

Source: Alan and Meyer (1990).

Employee Participation

The items of employee participation in this study were adopted from Abernethy and Bouwens (2005). The list of items is presented in Table 3.

Table 3.**Employee Participation**

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1. My supervisor asks me for my opinions when determining my work.
 2. I feel involved in important decisions in organization
 3. Management gives recognition for job performance
 4. I feel free to suggest changes in my job
 5. I participate in decision-making
 6. I have influence over the division of work
 7. I volunteer for activities beyond job requirement.
-

Source: Abernethy and Bouwens (2005).

Analysis of Data**Measurement Model****Table 4****Internal consistency reliability and convergent validity**

Constructs	Items	Loading	CA	CR	AVE
Organizational commitment	OC1	0.805	0.871	0.900	0.602
	OC2	0.781			
	OC3	0.663			
	OC4	0.746			
	OC5	0.871			
Employee Participation	EPA1	0.968	0.957	0.972	0.922
	EPA2	0.965			
	EPA3	0.947			
	EPA4	0.767			
Employee performance	EP1	0.916	0.927	0.948	0.821
	EP2	0.885			
	EP3	0.927			
	EP5	0.895			

Note: AC: Organizational commitment, EPA: employee participation, EP: employee performance.

Cronbach's alpha and composite reliability results are shown in Table 4 above. According to Table 4, the composite reliability value for all constructs ranged from 0.900 to 0.972, indicating that all constructs have composite reliability values that fall within the satisfactory level based on Hair et al. (2017). As a result, all of the reflective constructs in this study have appropriate internal consistency and reliability. Similarly, the Cronbach's alpha values for all the constructs ranged from 0.871 to 0.957, indicating that the CA falls within the acceptable and excellent values (Hair et al., 2017).

Structural Model

Table 5

Path coefficients/Direct Hypotheses

Hy p.	Relations hip	Path coefficient t	St. Error	t value	p value	95% Confidence Interval	Significance
H1	OC -> EP	0.408	0.060	6.840	0.000	0.291-0.526	Accepted

($p < 0.05$)

The path coefficient result is shown in Table 5 above, which is used to determine hypothesis one (H1), which states that organizational commitment has a positive effect on employee performance. The result indicates that ($= 0.408$, t -value = 6.840, p -value = 0.000, CI = 0.291; 0.526). This result revealed that a one-unit change in organizational commitment increases employee performance by 40.8%, *ceteris paribus*. Similarly, since the result of the 95% bootstrap confidence intervals does not include zero, it can be concluded that there is a significant relationship between the variable of interest and the 5% probability of error. Hence, (H1) is supported and accepted at the 0.005 level of significance.

Table 6

Moderation analysis

H	Construct	Path coefficient	St. Error	t value	p value	95% Confidence Interval	Sign. ($p < 0.05$)
H2	EPA*OC -> EP	0.080	0.037	2.166	0.034	0.009-0.153	Accepted

Note: OC: Organizational commitment, EPA: Employee Participation, EP: employee performance.

On the contrary, the second research objective (RO2), which is to determine hypothesis two (H2), which states that the greater the employee participation, the stronger the effect of organizational commitment on employee performance, is supported ($= 0.080$; $t = 2.166$; $p = 0.034$; CI = 0.009; 0.153). The interaction term has a positive effect (0.080), while the simple effect of organizational commitment on employee performance is 0.216. This discovery revealed that the relationship between organizational commitment and employee performance is 0.216 on average. This result further explains that for a higher level of employee participation, the relationship between organizational commitment and employee performance is increased by the size of the interaction term ($0.216 + 0.80 = 0.296$).

Discussion of Findings

The first goal of this study was to "determine the effect of organizational commitment on employee performance," and to accomplish this goal, a corresponding hypothesis was developed, which reads: organizational commitment has a positive effect on employee performance, indicating a linear relationship between the constructs. The analysis found that organizational commitment is a strong, positive, and significant predictor of employee performance. As a result, in order to promote employee organizational commitment, which has

the ability to enhance their performance, firms, most notably those operating in the telecommunications sector, should develop a supportive work atmosphere (Kadiri, Isiaka, and Jimoh, 2017; Kadiri, Isiaka, and Jimoh, 2017). A considerable number of studies were found to support this result. Some of the extant studies that are consistent with this finding include Charles (2020), Loan (2020), Ikyanyon et al. (2020), Nirushan (2019), Naveed et al. (2018), Jimoh and Kadiri (2018), and Krishnanathan et al. (2018). Using some of the studies mentioned above, Ikyanyon et al. (2020) discovered that, of the three commitment dimensions, affective commitment is the best predictor of performance.

The result of the moderating hypothesis, which states that the greater the employee participation, the stronger the effect of organizational commitment on employee performance, was found to be supported. The result obtained from the two-stage moderation approach for the estimation of the moderating effects revealed that employee participation positively moderates the effect of organizational commitment on employee performance. This result implies that in an organization with a high level of employee participation, organizational commitment becomes important and significant for explaining employee performance, while in an organization with lower employee participation, organizational commitment would decrease in its significance in explaining employee performance.

This result established that employee participation strengthens the relationship between organizational commitment and employee performance. This finding is consistent with the study of Mishra and Kodwani (2019), who in their study explore the moderating role of employee participation in identifying the strength of the relationship between job-related outcomes. As well as the study of Arslan (2018), where the author also established the moderating effect of employee engagement, which was reported to mean the same thing as participation, on the relationship between organizational cynicism and employee performance.

Implications of the Research Findings

Theoretical Implications

The theoretical gaps in the literature and preceding empirical results served as the foundation for this study's conceptual framework. As a result, in an effort to address the numerous identified gaps, the current research adds significant theoretical contributions to the existing body of knowledge. It was also supported by and justified in terms of social exchange theory in order to provide new insights and understand the direct effect of organizational commitment on employee performance through the moderating role of employee participation. Hence, the current study has established significant theoretical contributions in the context of the research topic based on the research findings and discussions.

Practical Implications

The findings of this study provide some practical guidelines for policymakers, stakeholders, and managers in the telecommunications sector, which will benefit the sector's sustained and improved employee performance. This study demonstrated that an employee-oriented commitment is a critical factor and source of competitive advantage, which improves employee performance. These dedicated employees are more likely to increase their dedication to the organization, which in turn improves their performance. As a result, managers and other stakeholders must instill employee-centered organizational commitment.

Recommendations for Future Research

Future research can explore and examine other befitting variables to mediate and moderate the relationship between organizational commitment and employee performance. A longitudinal study is

proposed for future research to generalize the results. This is due to the current study's cross-sectional design, in which the sample was measured all at once, and the self-report may have been influenced by social desirability bias. Hence, it could be helpful if future researchers employed a longitudinal study to provide more insights regarding the relationship between enablers and innovation performance.

Conclusion

Based on the aforementioned findings and discussions, the conclusion of this study is as follows: It is evident that a highly devoted employee significantly contributes to the achievement of organizational performance through their constant productivity level, which is grounded in their commitment to the organization's objectives. However, the type of organizational commitment matters because it has been discovered that organizational commitment has a favorable impact on employee performance. Given that affective commitment has the greatest impact on employee performance of the three components of commitment, managers of organizations should focus on fostering work ecosystems that will increase employees' organizational commitment, as this will allow them to contribute towards achieving organizational goals and objectives, thereby enhancing the overall performance of the organization.

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