

# Original Research Article

## CONTRIBUTION OF EMPLOYEE COMMITMENT ON WEST 'B' MUNICIPAL COUNCIL OPERATIONS

**Comment [DB1]:** Title not clear on geographical location. Eg in which country ?

### Abstract

This study was carried out for the purpose of examining the contribution of employee Commitment on West "B" Municipal Council operations. The population of this study comprised of all West "B" Municipal Council's staff. Primary data was collected from 160 staff out of 269 staff. The study used Quantitative approach and Random sampling technique was used. Questionnaire was administered to collect Primary data. West "B" Municipal council Operations were taken as dependent and Employee commitment as independent variables. The analysis of the data applied SPSS v.23. Regression analysis tests were carried out to examine the relationship between employee commitment and West "B" Municipal Council Operations. General conclusion were, the study indicated a high degree of impact between employee Affective commitment on West "B" Municipal Council Operations compared to other components of employee Commitment that were Continuance and normative commitment. For West "B" Municipal Council to perform better in its operations, study recommended that, special effort on motivating staff should be kept into consideration in order to have Normative and Continuance commitment that would lead to better organizational performance operationally.

**Comment [DB2]:** Be specific on the type of random sampling

**Comment [DB3]:** Mention that spss is a software but not a tool for analysis

**Key words:** Employee Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Organizational Performance.

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### 1. Introduction

Local governments around the world play a great role in the provision of public services, however, they have been facing multiple challenges such as the rapid growth of urban population and poor infrastructure which lead them to have financial difficulties (United Nations, 2015). For the Local government to attain its organizational goals in effective manner, it needs the employee commitment (Jenatabadi, 2015).

Employee commitment within organization is not a new phenomenon and plays a vital role toward achieving organizational goal. According to Akintayo (2010), employee commitment can be defined as the degree to which the employees feel devoted to their organization. Again, Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Hence, when we talk about the employee commitment we consider the devotion, sacrifice, loyalty, affection, positive feelings, willingness that employee manifests towards his organization and the attainment of the organizational goals (Dixit & Bhati, 2012). In contrary, a committed employee cannot participate in destroying his organization by taking corruption, being absent without strong excuses, being lazy, being late, being ineffective, revealing the secret of the organization, refusing to work in a team for the interest of the organization and alike (Dixit & Bhati, 2012).

Most of reasonable people agree with the fact that employee commitment can lead to the organizational performance. Organizational performance has always had a significant influence on the actions of companies (Jenatabadi, 2015)

In today's competitive world, every organization is faced with new challenges regarding sustained productivity and creating committed workforce. That is why Tolera (2018) suggested that it is important to understand the concept of commitment and its feasible outcome.

Tolera (2018), suggested that to ensure the achievement of firm goals, the organization need to creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction, this is because satisfaction of human resource has close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and reduce lower turnover rates.

In Tanzania the issue of employee commitment is not a new phenomenon, various authors have conducted research on Employee commitment due to its influence on the performance of employees (Mapunda, 2013). Employees who are committed to their organizations have better performance than those who are less committed, it should be the interest of the public sector to create environments that make their employees committed, Commitment requires harmonization of employee and organization preferences, (Mapunda, 2013)

Rashid (2009) found out that factors that determine employees' commitment in an organization are varied and include pay packages, promotions, training, management- feedback and job satisfaction. Therefore we may recommend that in order to have employee commitment in Tanzania, organizations should regard those factors in order to get organizational performance. Furthermore, It has noted that the issue of poor employee commitment in Tanzania can be caused by the recruitment which is based on technical know who, nepotism and friendship (Marijani et al., 2016).

Focusing on studies based on employee commitment in Local Government Performance, Jacklyn (2017) found that work environment, training and rewards significantly affect employee commitment. Father more he recommended that Kole District Local Government as his area of case study needs to widen its local revenue base so as to improve its infrastructure.

In Zanzibar Diyammi & Mbwana (2018) indicated that there is low commitment from many employees in working areas and the majority of the employees have lower educational standards with no working experience because of poor recruitment practices based on family members, friendship or regionalism as a result, it discourages qualified people by decreasing working commitment and some time lead to turnovers.

Different theories as used in this study also provided evidence that this study reviled the relevance that in order to have performance within any organization it is very important to have motivated and committed employees. This notion is supported by Maslow Hierarchy of Need theory which explain that, the employee who meets his needs (not necessarily in hierarchical ordered as proposed by this theory) will be more committed than the one who suffer from achieving his/her needs. On another hand Edwin Locke's Goal Setting Theory showed how employees are more motivated by well-defined goals and constructive feedback and they are more likely to accomplish these goals when they are specific and measurable.

## 2. Statement of the Problem

Most of the scholars (Akintayo, 2010; Ongori, 2007 and Jenatabadi, 2015) agree with the fact that the challenges facing the local governments can be practically resolved when the employees are committed to their organization. That is why Tolera (2018) emphatically argued that there is no organization which can perform at peak levels unless each employee is committed to the organizational objectives.

Interestingly, researcher observed inefficiency of West "B" Municipal Council on implementing its functions even if it has high amount of employee due to the fact that, the Revolutionary Government of Zanzibar established decentralization by devolution policy/ program for the purpose of promoting local Government performance where by this Municipal Council received 1,520 employee from educational, health and agricultural sector this make this municipality to have a total of 1,654 employees in all departments for the period of 2017/2020 which make it to have increment of 98% of employee (West "B" Municipal Council Report, 2020) but recently the Government of Zanzibar announced to stop implementing this policy/ program on July 2021 due to inefficiency or failure of the policy/ program.

This argument is supported by the fact that the current president of Zanzibar, his excellence Dr. Hussein Ali Mwinyi expressed his disappointment with the way Zanzibar Municipal Councils including West "B" Municipal Council handle the issue of solid waste management, cleanliness of the city and revenue

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collection. The president talked about this problem during his visit in January 2021 to the Maruhubi Waste Product Collection Centre which is managed by ZMC. On 10<sup>th</sup> of July 2021 Dr. Mwinyi announced in public to disqualify the appointment of director of this Municipality and all other Municipalities in Zanzibar due to inefficiency on meeting held at Aboud Jumbe Mwinyi hole founded at Kikwajuni Zanzibar.

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In addition, the researcher argument is also supported by Ally (2015) who confirms that one of the fundamental problems facing Zanzibar communities is the lack of formal system for solid waste management and it is estimated that 50 % of the diseases that affects people of Zanzibar are related to unsanitary environments which highly associated with poor waste management practices. Furthermore, Leaska (2016) observed one of the most growing concerns regarding excess solid waste is unsanitary living conditions and the lack of landfill space in Zanzibar.

Having exposed the current state of poor service provision and improper revenue collection in Zanzibar municipality, Study now attempting to present the desired state and how it would be possibly put in to practice. Thus, researcher recommended that for West “B” Municipal Council to be able to improve its performance in its operations it should also attempt to understand the commitment of its employees. Therefore, this study focused on assessing Contribution of Employee Commitment on West ‘B’ Municipal Council Operations in order to understand much better the existing problem of lower organizational performance.

### **3. Literature Review**

#### **3.1. Employee Commitment**

The term employee commitment defined by many people according to their views. Akintayo (2010) said employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

Zheng, (2010) describes employee commitment as simply employees’ attitude to organization. Meyer & Allen (2001) defined the term commitment as a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function. Commitment is a state of being in which an individual becomes bound by his action to beliefs that sustain his activities and his own involvement (UK Essays, 2018)

According to Kamau & Njenga (2015) defined Commitment as the feeling of loyalty and oneness that an employee feels towards the organization.

Commitment therefore may be defined as the condition where by a person automatically perform task or job with his or her own heart or with ought being forced by someone to accomplish such task.

#### **3.2. Affective Commitment**

May be defined as the employee’s emotional identification with and attachment to and involvement in the company (Kamau, 2015). On another hand Employees with affective commitment continue service with organization because they want to do so (Dixit & Bhati, 2012).

#### **3.3. Continuance Commitment**

May be referred as the commitment which occurs when there is a profit associated with continued participation and a cost associated with leaving, (Dixit & Bhati, 2012). In other words Continuance commitment comes up as a result of an individuals need to continue working in the company after they become aware of their costs (vesting of pensions, benefits, tenure, pay, family commitment among others) that are associated with stopping to work in the company (Kamau, 2015).

### 3.4. Normative Commitment

May be denoted as a commitment whereby an employee commits to and stays with a particular place of work as a result of obligatory feelings, in some cases, an employee may feel a moral obligation to work hard and stay with a particular organization as a payback, for instance if the organization has injected funds in training to such an employee (Dixit & Bhati, 2012).

### 3.5. Organizational Performance

According to Irefin & Mechanic (2014) Employee commitment seems to be a crucial factor in achieving organizational success. Moreover he tried to show that effects of Individuals with low levels of commitment that they will do only enough to work by, they do not put their hearts into the work and mission of the organization and they seem to be more concerned with personal success than with the success of the organization as a whole.

On another hand (Irefin & Mechanic, 2014). Explained that People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. Beside that he explained that employees with high commitment to an organization see themselves as an integral part of the organization. He also explained that the committed employees fill that any danger of their organization is also danger to them. Such employees become creatively involved in the organizations mission and values, and constantly think about ways to do their jobs better.

### 3.2. Theoretical literature review

This section explained different theories which are correlated and relevant to our present study. These theories are useful in understanding our study and they guided us in examining the contribution of employee commitment on the organizational operations.

#### 3.2.1. Maslow Hierarchy of Need theory

This theory founded by Abraham Maslow the year 1943 supported by the Three-Component Model of Commitment by Allen & Myer (1990). Maslow defined need as a physiological or psychological deficit that a person feels the pressure to please. Such desires create tensions that can manipulate an individual's attitude towards work and commitment. This theory of needs is specifically built on the idea that human behavior is really motivated by the simple desire to meet specific human needs in the society. Aruma & Hanachor, (2017).

Maslow arrange human needs in hierarchical order and proposed that human needs can be organized into a hierarchy. This hierarchy ranges from more concrete needs such as food and water to abstract concepts such as self-fulfillment. According to Maslow, when a lower need is met, the next need on the hierarchy becomes our focus of attention. Hopper, E. (2020).

In conclusion, this theory finds a very important place in our study since it helped us to get better understanding on the issues concerning with contribution of Employee Commitment on the Organizational operations. It is quite obvious that the employee who meets his needs (not necessarily in hierarchical ordered as proposed by this theory) will be more committed than the one who suffer from achieving his/her needs.

#### 3.2.2. Allen and Meyer's the Three-component model of commitment

This theory founded by Allen and Meyer the year 1990. This is one of the most widely used theories in organizational commitment. It has been the leading approach in studying organizational commitment for more than 20 year. Lately, it has been the most widely accepted conceptualization of organizational commitment. (Anttila, 2014)

**Comment [DB9]:** Make your Dependent variable clear. Is it organizational performance or council operations?

According to Anttila, (2014) the theory describes commitment as having three separable forms: affective commitment, continuance commitment and normative commitment. Affective commitment is employees' emotional attachment to organization, identification with organization and involvement in organization. Employees, who have strong affective commitment, stay in the organization because they want to. Therefore, this form of commitment is based on desire.

Continuance commitment is commitment based on the costs that would occur if the person left the organization. Therefore, people having high continuance commitment stay in the organization because they need to. In other words, it would cost too much to leave. This would be the case, for example, if employee has used a lot of time and resources to learn something that can only be used in that particular company or at the time there are no similar or better employment opportunities available than the current position (Anttila, 2014).

Finally, normative commitment refers to person's feelings of obligation to stay with the organization. In other words, employees remain in the organization because they ought to do so. It is proposed that normative commitment is influenced by person's experiences both before and after entering the organization.

Despite the popularity and support of the model, there is still quite large dispute whether normative commitment can be differentiated from affective commitment (Anttila, 2014).

In brief, this theory is the main theory which apparently dominated this study. Through this theory, we examined all three components of Employment Commitment (affective, continuance and normative) in assessing their contribution on the Organizational operations that is, on the operations of West 'B' Municipal Council.

### **3.2.3. Edwin Locke's Goal Setting Theory**

The Goal Setting Theory was introduced in 1968 by Edwin Locke in his book Toward a Theory of Task Motivation and Incentive. Locke showed how employees are more motivated by well-defined goals and constructive feedback and are more likely to accomplish these goals when they are specific and measurable. Locke emphasized the fact that employees work well when they are faced with challenging goals that they aren't completely certain they can achieve. Tackling these more difficult goals forces employees to work hard and develop their skills, and, as a result, receive positive feedback and an overall sense of achievement.

In conclusion, this theory has a great implication to this study due to the fact that Goal-setting can increase employee engagement within the workplace. It can also provide a clear guideline as to how to set and achieve goals in an effective way. Besides, Goal-setting improves employee performance by increasing efforts and overall motivation. It similarly allows for constructive feedback on a regular basis so employees are constantly improving. It is thus evident that this theory will help us understand more clearly how the Employee Commitment to the organizational goals can contribute in developing the Organizational operations.

Therefore all the above theories go hand to hand with this study as they aim at showing how the commitment may bring about organizational operations be better.

### **3.3. Empirical literature review**

This section reviewed the previous studies conducted by various scholars on issue concerning employee commitment and organizational operations.

In India there is a study conducted by Dixit & Bhati (2012) about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry. The purpose of their study was to show the importance of employee commitment and its role in identifying the impact of Employees'

Commitment on sustained productivity in Auto-component Industry in India (Denso). The primary data has been collected through questionnaires. The secondary data is being used for identifying the commitment related problems of Indian auto component industry. The results of the study indicated that the Employees Commitment (Affective, Normative, continuance) are significantly related to sustained productivity in Auto component industry. It has also been proved from the results that there exists high degree of correlation between the three independent variables and sustained productivity which is the dependent variable. The study suggested that for an organization to move towards competitive edge, organization has to focus on increasing employee commitment.

In Jodan, Kamau & Njenga (2015) conducted a study on Factors Affecting Employees' Commitment to an Organization: A Case Study of Jodan College of Technology (JCT). The study targeted 45 employees and a census was conducted on the population and structured questionnaires were used to collect data. The study found out that work environment greatly influenced the employees' commitment to the organization. There was a strong relationship between work environment and employees commitment. Motivation influenced how employees performed their duties. Frequency of motivation methods had no relationship with employee's commitment. There was a strong relationship however, between the type of motivation method used and employees' commitment. Training and development was indicated to affect employee's commitment. Correlation analysis shows that there was no relationship between training and development and employees commitment. The study concluded that work environment is a key motivator to employee commitment. Then the Induction/orientation is an important part of welcoming new employees to the organization and it needs to be properly handled. The study recommended that the organizations management should equip employees with the right tools and equipment for the job.

In Nigeria, Ireferin & Mechanic (2014) conducted a study on Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State. Both descriptive and explanatory research methodologies were adopted in this study. A five point numerically scaled Likert-Type questionnaire was constructed. The result shows that: the level of employee commitment of the Staff of Coca Cola Company Plc is very high. The results of the study was, there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover. The study recommended that the management should hire employees who are likely to become linked to the organization; management should create clear and realistic job and organizational previews.

Kamau (2015) from Kenya on his study used the case of Kenya Airports Authority investigated the factors influencing employee commitment and its impact on organizational performance. The study adopted a descriptive research design. The questionnaire was used as the instrument of data collection. Statistical methods were used to analyze data and facilitated by the Statistical Package for Social Scientists (SPSS) version 21. The findings from the study shows that organizational factors have a strong influence on employee commitment, individual factors strongly influence employee commitment and employee commitment had an impact on organizational performance.

In Uganda, Jacklyn (2017) conducted a study on organizational factors and employee commitment in the workplace: a case study of Kole district local government. Objectives were to establish the influence of work environment, training and rewards on employee commitment. Intermediate variable being culture and beliefs; and the dependent variable was employee commitment. The study used a case study design; adopting both qualitative and quantitative approaches using a sample of 317 respondents. Data was collected using self-administered questionnaires and interview guide. Quantitative data was analyzed using descriptive and inferential statistics to test the influence of independent variable on the dependent variable. Qualitative data was analyzed through thematic analysis and generation of themes in a narrative form. The findings revealed that work environment, training and rewards significantly affect employee

commitment. The study recommended that Kile District Local Government (DLG) needs to widen its local revenue base so as to improve on its infrastructure; there is need for a review on its selection criterion for training, and management need to cooperate with Uganda Local Government Association (ULGA) for a salary review drive.

In Zanzibar there is a study conducted by Diyammi & Mbwana (2018) on the Commitment of Workers in Public Sectors in Zanzibar, a Case of the Ministry for Infrastructure and Communication. The authors investigated if age, education, tenure, salary, gender, cultural setup and religious affiliation influence employees' commitment in the Ministry for Infrastructure and Communication in Zanzibar. The exploration based on descriptive research design in which questionnaires were used for ordinary employees and retirees to get data and open questions to the executive officers to acquire ample array of data. The result indicated that, demographic factors „such as tenure, gender, salaries and education considerably influence human resources' commitment apart from age that has shown the mixed ideas among the respondents. Moreover, cultural setup and religious affiliation chiefly influence employees' obligation. The study recommended that since dimensions of employee s' commitment are important determinants in influencing people to be dedicated to their organization; the Ministry has to be conscious of the importance of these dimensions in providing a favorable working environment to its employees in attaining their full binder for the development of the Ministry.

#### **4. Methodology**

This chapter present different methods and techniques which used in this study. It explain about the study design, study area, study population, sample and sampling techniques, types and sources of data, methods of data collection, validity issues, data analysis methods and research ethical consideration.

##### **4.1. Research design**

This study employed quantitative research approach which is based on the measurement of quantity or amount, it is applicable to phenomena that can be expressed in terms of quantity, where the research procedures for collecting and analyzing data was more or less of descriptive design than those of explanatory or exploratory designs Kothar (2004). Descriptive research design is a research design which is basically concerned with describing the characteristics of a particular individual or a group, events or situation, Kitula et.al, (2012). This study consist a series of well-structured questionnaire for employees of West 'B' Municipal Council so as to find out their commitment and how it contributes on the operations of the Municipality. Data collected from different respondents at a specific point in time. The study applied this design as it is focusing on important issues like problems and objectives formulation, selection of methods of data collections, this design provided enough time to deal with the study problem and lastly it has greater degree of accuracy, (Kitula, et.al, 2012)

##### **4.2. Study Area**

West "B" Municipal Council is the area where this study specifically conducted. This Municipality is one among ten Municipal Council found in Zanzibar established in 2015 (Revolutionary Government of Zanzibar (2017). It has a total population of 203,000 (United Republic of Tanzania, 2017). Researcher selected this study area by considering the following criteria: firstly, West 'B' Municipal Council produces more amount of waste products because it is the most populated municipality in Zanzibar (Revolutionary Government of Zanzibar, 2017) and secondly, this study topic is designed to be conducted in any municipality so West 'B' Municipal Council fits perfectly well.

##### **4.3. Study population**

According to Jacklyn (2017) population means the complete set of people to which a researcher intends the result of the survey to apply. On another hand Study population is defined as all the subjects collected when conducting the research and they are meant to be studied Kamau (2015). The population of this



study included the total population of employees of West ‘B’ Municipal Council which is 269 employees taken from all departments of this municipality, (West “B” Municipal council, 2021)

#### 4.4. Sample size

A sample size refers to the total number of selected subjects to take part in the study (Kumar, 2011). This study involved sample size of 160 employees of West ‘B’ Municipal Council from all departments. The sample of this research is calculated by using Yamane (Yamane, 1973) formula with 95% confidence level.

#### 4.5. Sampling Technique

This study used Random sampling technique to select a sample of respondents. This sampling technique is based upon convenience in accessing the sampling population (Kumar, 2011). With this technique, researcher collected data at West ‘B’ Municipal Council until he reached the required number of respondents decided to have in sample.

**Comment [DB10]:** Be specific on the type of random sampling ? is it simple or stratified ?

#### 4.6. Data collection

Wario and Khalfan (2015), maintain that “Data collection in research refers to the process of gathering information for research purposes”. There are two types of data collection, they are Primary and Secondary data. This study used only primary data in investigating the Contribution of Employee Commitment on West ‘B’ Municipal Council operations.

**Comment [DB11]:** Mention the data collection tools

#### 4.7. Data Process and Analysis

It is a practice in which raw data is organized so that useful information can be extracted from it (Mmao, 2015). Collected analyzed to determine how the sample of the research responds to the items under investigation. Quantitative analysis using regression method was used whereby regression means the determination of a statistical relationship between two or more variables, Kothar (2004). Regression analysis is used when the aim of the study is to study a cause-and-effect relationship between variables, Kitula et.al, (2012).

### 5. Study Findings

#### 5.1. Demographic Data of the Respondents

Personnel characteristics of respondents had very important and essential role to play in conveying the responses about the problem, keeping this in attention, in this study a set of personal characteristics namely, age, gender, work experiences and educational levels of the 153 respondents were examined as hereunder presented:-

**Table 1.** Demographic Data of the Respondents.

Variables	Categories	Frequencies	Percentage (%)
Age	Below 35	103	67.3%
	35-54	49	32.0%
	Above 55	1	0.7%
Gender	Male	54	35.3%
	Female	99	64.7%
Working experience	0-4	92	60.1%
	5-9	38	24.8%
	10-14	17	11.1%
	15-19	6	3.9%

<b>Educational level</b>	Under Graduate		
	Graduate	79	51.6%
	Post Graduate	62	40.5%
	Professional	8	5.2%
	Qualifications	4	2.6%

Source: field data 2021

The table 1 indicates that the majority of the respondents at 67% were aged below 35 years. Those aged 35-54 years were 32% and the aged above 55 years were only 0.7%. This means that this Municipality has employees with energy to work within organization for a long time and if they will be well managed and motivated, they will be well committed as a results bring about better organizational performance.

On Gender results shows that 64.7% of respondents were female and 35.3.2 % of respondents were male this indicates that majority of the respondents (64.7%) were male while 35.3.2 % were female. In this research gender balance was also regarded.

Working experience the table 1, shows the Majority of the respondents (60.1%) had worked at West “B” Municipal Council for a period of 0-4 years, 24.8% had been in the organization for 5-9 years, and 11.1% had been in the organization for 10-14 years, while 3.9% had been in working in the organization for period of 15-19 years. Thus, 60.1% of the employees had worked at West “B” for below 4 years, therefore this indicate that in this municipality most of their employees employed not too long and they are still have time to provide their contributions toward attaining West “B” Municipal Council’s Operations.

Lastly, education level of the respondents. The results shows that the majority of the respondents were undergraduate (51.6%) while 40.5% were graduates with 5.2% being in post graduate and 2.6% were in professional qualifications. This implies that in this research respondents with different levels of education participated to provide their responses.

## 6. Analysis of Research Objectives

In this upcoming section, analysis of each research objective was made using multiple regression in order to come up with answers from research questions. Multiple Regression is a cluster of techniques which can be employed to explore the relationship between one dependent variables and more than one independent variables Pallant (2016). Therefore analysis and finding obtained in this study starting with the first objective followed by next two objectives clearly show here under.

### 6.1. Specific Objective one: To examining the contribution of Employee Affective Commitment on West ‘B’ Municipal Council operations

This was the first objective which basically examined the contribution of affective commitment toward West ‘B’ Municipal Council Operations. The regression analyses were carried out to determine the relationship between contribution of Employee Affective Commitment on West ‘B’ Municipal Council Operations where by the significance value was 0.000 which is highly significance, therefore the researcher rejected null hypothesis which state that “No significance relationship / association/ effect between level of Affective commitment and level of West “B” Municipal Council Operations” since p value < 0.05.

The results as shown in table 3 (Regression Coefficients) from Specific objective one statistically means that there is high relationship between Affective commitment and West “B” Municipal Council Operations ( $\beta = .389$ ,  $t = 4.667$ ,  $p < 0.05$ ). This fact is supported by Denis, (2019) who confirmed that usually p value set at 0.05, that means if the probability of data is relatively low (less than 0.05) under the

**Comment [DB12]:** In a research article , you can deal with only one objective .NOTE: each objective can be a full research article.

null hypothesis of no difference, we reject the null and infer the statistical alternative hypothesis of a difference in population means. These findings prove that in West “B” Municipal Council employees are committed in Affective Commitment, that means they are ready to volunteer, they have desire to work, and they are willing to work without payment for the organization at any circumstance. Thus Affective commitment is linked to emotional attachment, identification and involvement in the organizations activities and values Koitalek (2016). For the presented result West “B” Municipal Council has no hard task dealing with employees because employees are well committed in this component of Commitment and if they will be well managed/ used may bring about organizational performance operationally.

The obtained results are the same as of Gul, (2015) on study which investigated the impact of employee Commitment on Organizational Development in Pakistan, the results was that p- value was 0.000 this shows that the employee commitment has significant effect on the organizational development. Furthermore Gul, (2015) concluded that Employee commitment is significant and essential for the effective functioning of an organization.

Studies conducted in employee Commitment like Gul, (2015) and others proved that affective commitment has significance relationship with organizational performance/ operations and it is obviously true that this study resembled with those kind of studies. Further more this realize that in West “B” Municipal Council employees are motivated in Affective Commitment than other type of Commitment.

#### **6.2. Specific Objective Two: To examining the contribution of Employee Normative Commitment toward West ‘B’ Municipal Council operations**

This was the second objective, the aim of this objective was to look the contribution of Normative Commitment toward West “B” Municipal Council Operations whereby the significance value was 0.847, this value is greater than 0.05, therefore variable is not making a significant unique contribution to the dependent variable ( $\beta = -.016$ ,  $t = -.193$ ,  $p > 0.05$ ). That means there is no significant impact between normative commitment and West “B” Municipal Council Operations since p value  $> 0.05$ . This implies that there may be some challenges that lead employees in West “B” Municipal Council to have no Commitment in Normative as they may left organization and they cannot dedicate themselves toward West “B” Municipal Council Operations since organization does not treat them better, does not help them to solve their personal problems, and does not help them to archive their goals.

Even if the result in this type of commitment does not show significance impact but it should be well known that Employee commitment may be caused by many other factors in working place, some of which include: age, sex, education, salary, tenure, religion, culture, fairness of policies, competence, job challenges, degree of autonomy, variety of skills used and the like (Diyammi & Mbwana 2018). So it may be better if the organization should consider such factors in order to perform better on its operations. Furthermore, West “B” Municipal Council should also consider the situation that employees within the organization are not committed in this component of commitment therefore special effort should be kept into consideration so that to make employee committed in Normative Commitment.

#### **6.3. Objective Three: To examine the contribution of Employee continuance Commitment on West ‘B’ Municipal Council operations**

This was the last objective whereby the respondents required to show their responses in order to understand the contributions of Continuance Commitment on West “B” Municipal Council Operations, whereby the results was  $\beta = .041$ ,  $t = .527$ ,  $p > 0.05$  which was 0.599, this value is greater than 0.05, therefore variable is not making a significant unique contribution to the dependent variable which is West “B” Municipal Council operations since p value  $> 0.05$ .

The result in this objective does not show the significance impact between the variables, this may be caused by many other factors. Tolera (2018), on study concerning with effects of employees’ commitment on organizational performance at Arjo didessa sugar factory suggested other factors may also lead to

employee commitment among them are motivation, work environment, demographic factors, training, development opportunity and the like.

It is obviously true that when West “B” Municipal Council engaged in motivating its employee through different factors as above shown the more and better operational performance this Municipality will receive. This notion is also supported by Dixit & Bhati (2012) on a study about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry the result indicated that all the three commitments that are Affective Commitment, Continuance Commitment and Normative Commitment have equal contribution towards sustained productivity because the P value is 000 which is less than the 95% level of the significance (Alpha).

**Table 2:** Results of Standard Multiple Regression for the Testing of Affective Commitment, Normative Commitment and Continuance Commitment as components of Employee Commitment on West “B” Municipal Council Operations

**Model Summary**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.154	0.137	0.76759

a. Predictors: (Constant), predictor; Affective Commitment, Normative Commitment and Continuance Commitment as components of Employee Commitment.

b. Dependent Variable: Employee

Source: field data 2021

Table 2 contains of the model summary with scores including R squared as (0.154), adjusted R square as (0.137) and standard error of the estimate as (0.76759) using the predictor; Affective Commitment, Normative Commitment and Continuance Commitment as components of Employee Commitment. The adjusted R squared value of (0.133) clarifies up to 13.7% ( $0.137 * 100$ ) variance that Employee Commitment had on West “B” Municipal Council Operations. Therefore the obtained outcomes recommend evidence of other variables other than Employee Commitment contributing 86.3% to the variance.

**Table 3:** Analysis of Variance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.988	3	5.329	9.045	0.000 <sup>b</sup>
	Residual	87.790	149	.589		
	Total	103.778	152			

a Dependent Variable: West “B” Municipal Council Operations

Source: field data 2021.

The Table 3: Analysis of Variance (ANOVA), the F-Test value (9.045) is highly significance at five percent of level of significance (0.000) because the significance value is  $< 0.05$ . Therefore statistically there is the difference between the Employee Commitment and the West “B” Municipal Council Operations.

Besides that, the coefficients columns for the standard multiple regression conducted.

**Table 4:** Coefficient for the Continuance commitment, Affective commitment and normative commitment on West “B” Municipal Council Operations.

**Comment [DB13]:** ANOVA was not mentioned in data analysis tools !

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.855	.166		5.141	0.000
Affective Commitment	0.351	.075	0.389	4.667	0.000
Normative Commitment	-0.015	.080	-0.016	-.193	0.847
Continuance Commitment	0.038	.072	0.041	.527	0.599

Dependent Variable: West "B" Municipal Council Operations.

Source: field data 2021.

The result from table 4 provide clear picture that, this study has revealed that one independent variable that is Affective Commitment has significance effect on dependent variable which is West "B" Municipal Council Operations ( $\beta = .389$ ,  $t = 4.667$ ,  $p < 0.05$ ). Again the result demonstrated that the two other independent variable that are Normative Commitment ( $\beta = -.016$ ,  $t = -.193$ ,  $p > 0.05$ ) Continuance Commitment ( $\beta = .041$ ,  $t = .527$ ,  $p > 0.05$ ) did not show any significant Impact on West "B" Municipal Council Operations.

## 7. Conclusion

The main target of this study was to examine the contribution of employee commitment on West "B" Municipal Council Operations, the result of this study now provide a room to make conclusion and lastly deliver recommendations as it has been experienced that many Organizations normally facing several challenges, One of the many challenges is to have committed employees in order to achieve organizational success. Therefore the conclusion part was made and it has been drawn from each specific objective as below shown.

### 7.1. To examining the contribution of Employee Affective Commitment on West 'B' Municipal Council operations

The first research specific objective examined the contribution of Employee Affective Commitment on West 'B' Municipal Council operations. It was found that Affective Commitment had a very great contribution on West "B" Municipal Council Operations.

### 7.2. To examining the contribution of Employee Normative Commitment toward West 'B' Municipal Council operations

This was the second specific objective where by the results portrayed that, Normative Commitment does not contribute in positive way toward West "B" Municipal Council Operations. Therefore the study recommended that special effort on motivating staffs should be kept into consideration in order to promote normative commitment among West "B" Municipal Council's employee.

### 7.3. To examine the contribution of Employee continuance Commitment on West 'B' Municipal Council operations

This was among the variable that does not received significant impact on West 'B' Municipal Council operations. According to the findings, the study suggested that among the component that need more attention is continuance Commitment as does not show positive impact on West "B" Municipal Council Operations.

## **8. Recommendations**

### **8.1. Recommendations for the Study**

The recommendations of this study drawn from each specific objective as below:

#### **8.1.1. To examine the Contribution of Employee Affective Commitment on West ‘B’ Municipal Council operations**

For West “B” Municipal Council to continue having employees with Affective commitment, motivational factors like promotion, good working environment, and employee recognitions may be used. Furthermore, The West “B” Municipal Council Management should encourage different policies on employees that would improve training and development, incentives, salary, safety, employee relations, promotion and good working conditions so as to enhance employee commitment as a result improve organizational performance.

#### **8.1.2. To examine the contribution of Employee Continuance Commitment on West ‘B’ Municipal Council operations**

This study now attempting to recommend that, special effort on motivating staff should be kept into consideration in order to have Continuance commitment on the way that employees may use even their own energy and resources for being committed for betterment of the organization as a results bring about better organizational performance operationally. This recommendation is basically come up due to the fact that, this components of Commitment does not show the positive significance impact with the dependent variable which is West “B” Municipal Council Operations. This notion is supported by Koitalek (2016) who confirmed that individuals with higher level of organizational attachment will be more willing to work for the organization, fill that they are member of the organization, as an outcome brings about higher levels of productivity in the organization.

#### **8.1.3. To examine the contribution of Employee Normative Commitment on West ‘B’ Municipal Council operations.**

Again, it is recommended that West “B” Municipal council should encourage motivating factors to its employee since when employees observe that they are considered motivationally, their Normative attachment will also increase successively as a result become more productive. This idea is supported by Dixit & Bhati (2012) who confirmed that individuals who were highly committed towards their jobs are likely to be more productive, have higher satisfaction level and have less likely to leave their organization than employees with low commitment.

### **8.2. Recommendations for Further Studies**

Employee commitment is a very important issue to be considered in any organization and if properly handled it can even lead to tremendous benefits to the organization. This study specifically focused at West “B” Municipal Council and its staff. The finding obtained in this study based on only West “B” municipal Council’s respondents, in this way other Municipalities founded in Zanzibar were only represented by this Municipality, therefore it is recommended that future researches conducted will be better if will be focused on other Municipalities so as to get the really outcome from those Municipalities. Moreover, this study provide wide room for future studies to consider other factors like training and development, promotion, incentive, rewards, wages, employees recognitions and the like on how they may lead to better West “B” Municipal council Operational performance.

### **8.3. Contribution of the Study**

This study may contribute allot for people who will need to use it as reference in the following area. To the government, policy review and policy maker related on employee commitment in local government

Authorities, this can serve as a base for understanding how people may be motivated so as to improve their commitment level within organization as a result improve organizational performance.

To the researchers and academicians who would like to conduct the related studies, this can serve as basis for reference. Furthermore, to West “B” Municipal council, this can help them to understand the contribution of employee commitment so as to design HR policies that will improve employee commitment so as to improve their operations.

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