

Organisational Commitment and Employee Performance: A PLS-SEM Analysis in a Ghanaian Public University

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ABSTRACT

Despite laudable arguments raised as to the role of commitment in shaping employees' performance, empirical evidence on the individual dimensions remains mixed. Particularly, prior studies have not conclusively established whether the dimensions exert equal predictive effects on employee performance. In line, this study aims to investigate the effects of organisational commitment on employee performance among staff at the transport section of the University of Cape Coast. Specifically, three main research objectives were formulated, which sought to examine the effect of affective, continuance and normative commitment respectively on a multidimensional measure of employee performance. The target population for the discourse comprised all staff at the transport section of the University totalling 175 employees. Given the manageable population size (N = 175), a census method was employed out of which 170 responses were received. A closed-ended questionnaire was employed to solicit data from participants. For the analysis, structural equation modelling with the aid of the SMART PLS-SEM software was used. The study found that both affective commitment and continuance commitment respectively had significant effects on employee performance. Normative commitment, however, had an insignificant effect. The study recommends that management of the University tailor initiatives aimed at strengthening the affective and continuance commitment of employees at the transport section through compensation programs and development opportunities that reward excellence for sustained security to consequently drive heightened performance.

Keywords: Organisational Commitment, Employee Performance, Continuance Commitment, Normative Commitment, Affective Commitment

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INTRODUCTION

Within organisational behaviour, the phenomenon of employee performance has emerged as a critical Organisational outcome that determines not only individual success but also collective Organisational effectiveness and long-term viability (Nazir & Islam, 2017). The concept is conceptualised as a multifaceted phenomenon measuring the level to which employees accomplish their job requirements, exceed expectations, and contribute to Organisational success through their individual efforts and collaborative engagement (Nabhan & Muntajat, 2023). Particularly, evidence suggests that this phenomenon involves several key aspects including task performance, contextual performance, adaptive performance and counterproductive work Behaviours. Due to the immense benefits of employee performance, extensive literature identifies complex web of antecedents (Otieno, 2015; Geldenhuys et al., 2014) including organisational commitment (Rameshkumar, 2020). Particularly, extant evidence demonstrates that Organisational commitment represents one of the key drivers of employee performance across various Organisational contexts and cultural settings (Beukes & Botha, 2013; Rameshkumar, 2020) due to its profound impact on employee attitudes, Behaviours, and performance outcomes (Aiyub et al., 2021; Maleka et al., 2019).

We take keen interest in commitment because it acts as a psychological disposition describing a worker's connection with their organization informing their action to maintain membership and apply effort to achieving Organisational goals (Idrus et al., 2023; Bedarkar & Pandita, 2014). Further, a plethora of empirical studies have consistently argued that commitment drives employee performance (*see* Folorunso, Adewale & Abodunde, 2014; Al Zefeiti & Mohamad, 2017; Ramli, 2017; Igbomor & Ogbuma, 2024) through its ability to increase motivation and effort by creating an emotional bond among employees and their organisations, consequently leading to voluntary dedication beyond minimum job requirements (Nazir & Islam, 2017; Jiatong et al., 2022). These employees equally exhibit extreme extents of task persistence, quality focus and goal achievement because they perceive organisational success as personally meaningful (Nabhan & Munajat, 2023). Moreover, commitment also enhances performance via enhanced citizenship (Maryati & Astuti, 2022; Park et al., 2022), reduced counterproductive behaviours (Nikkah-Farkhani, Hoshyar & Bagherieh-Mashhadi, 2017), great adaptability and inclination to learn new skills. Consequently, psychological safety and job security are developed driving superior performance outcomes (Wang, Ahmad, Arshad, Yin, Ahmed & Ali, 2021).

More importantly, evidence within the Ghanaian domain also demonstrates a significant nexus between Organisational commitment and employee performance across various sectors including banking, education, healthcare, and manufacturing (*see* Otoo, 2022; Boateng, 2015; Osei, Wilson-Wünsch, Kankam-Kwarteng & Owusu, 2024; Yamoah, 2025). Evidently, tertiary institutions such as the University of Cape Coast (UCC) face unique Organisational context where employee performance is critical to achieving educational excellence and societal impact. Within the University of Cape Coast, recent evidence suggests plausible performance challenges among staff (Otoo, 2022; Nai 2022) with Ackon (2020) specifically reporting that staff constantly experience stress which adversely affects their performance. Owusu (2018) also reports the existence of moderate performance levels. Specifically, anecdotal evidence and a posteriori observations within the transport section suggest persistent challenges, including low morale and delays in service delivery potentially compromising performance. These issues may be escalated under the requirement of serving a variety of stakeholders such as students, visitors, faculty and administrative staff, each with differing requisitions and expectations. Collectively, these issues may suggest the existence of possible performance problems among the transport staff within the University of Cape Coast.

In line, it has become imperative to identify solutions to these systemic issues. Consequently, a crucial but a possibly overlooked driver within the context under consideration for peak performance is organisational commitment. Corollary, this study seeks to comprehend how organisational commitment can be leveraged for peak performance within the transport section of the University of Cape Coast.

Empirically, there exists a paucity on studies of organisational commitment and employee performance in Ghana (*see* Pappoe, 2020; Otoo, 2022; Donkor, Dongmei & Sekyere, 2021; Osei et al., 2024). Notably, there exists a lacuna within the educational sector as no known study to the best of our knowledge has investigated the phenomena within the transport section. Further, we seek to differentiate our study from the directly aforementioned studies by determining the effect each dimension of commitment has on employees' performance at the Transport section of the University of Cape Coast. We take keen interest in investigating these dimensions because we believe that the dimensions of a phenomenon may not necessarily carry the same weight (*see* Kumassey et al., 2021) hence making dimensional considerations in contemporary studies imperative. Overall, this study seeks to examine the effect of organisational commitment (continuance, affective and normative) on employee performance.

The rest of the paper is organised into literature review, methodology, results and discussions, implications, limitations and future suggestions and conclusions.

LITERATURE REVIEW

Social Exchange Theory (SET) and Organisational Support theory (OST)

The social exchange theory championed by Homans in 1958 postulates that within social contexts, people will choose actions that align with their interests and give them the greatest benefits (Cook et al, 2013). The theory is guided by some key tenets. First, humans weigh the cost and benefits of their social relationships. Secondly, humans are rational and will always seek maximum benefit. Thirdly, there exists an expectation that humans

will learn and adapt towards exchange patterns which may offer favourable outcomes. These exchanges seek to aid individuals in fulfilling their needs whilst acting as barrier for these needs. Consequently, individuals are motivated for relationships when the tenets are met. Contextually, SET explains how staff at the transport section's perception in terms of support can influence their commitment and hence their performance in delivering the transport services. Specifically, if the staff perceive that their contributions are duly recognized and they are also given the requisite resources, these employees are more inclined to show high levels of commitment and hence performance. Conversely, an absence of such support may reduce commitment and performance thereof. Specifically within the transport Unit of the University, the employees' affective commitment may drive them to engage in discretionary activities and go beyond stated requirements to ensure the departments' smooth running. Additionally, the continuance commitment may encourage the workers to perform in an attempt to protect their benefits and employment. Lastly, normative commitment may drive their performance through the adherence to the organisations rules and responsibilities.

The Organisational support theory was introduced by Eisenberger, Huntington, Hutchison, and Sowa in the 1980s. This theory is hinged on the social exchange attribution methods (Maan, Abid, Butt, Ashfaq & Ahmed, 2020). The theory focuses on the notion that employees have a fundamental belief regarding the extent to which their organization values their efforts and care about their well-being (Kim, Eisenberger & Baik, 2016). Contextually, OST may be apparent via numerous mechanisms that strengthens their commitment and hence performance. These mechanisms span support, fair conditions, career development options and fair compensation. Specifically, when the employees under the section perceive the existence of such mechanisms, they may equally reciprocate with enhanced degrees of commitment which subsequently drives heightened performance. In an environment characterized by high workload, emotional demands, and resource constraints, Organisational support acts as a protective factor that maintains their commitment driving performance.

Essentially, when the drivers feel supported by the organization they are more likely to be committed in their work which they respond with high performance.

Organisational Commitment

In Organisational behaviour literature, Organisational commitment is deemed one of the most extensively studied concepts, reflecting the psychological attachment and identifications employees develop toward their organizations. (Meyer et al., 1989; Mowday et al., 1979). Organisational commitment spans the extent of an individual's association and belongingness to an organisation through the exhibition of a strengthened faith and commitment to the goals to the organisation, the drive towards contributing on the organisation's behalf and an overall strong desire to prolong organisational membership (Ahmad et al., 2014; Asiedu et al., 2014).

The theoretical framework that backs Organisational commitment is hinged on the social exchange theory which suggest that individuals develop emotional and psychological bonds with their organizations based on the perceived balance between their contributions and their respective benefits (Donkor et al., 2021; Affum-Osei et al., 2015). This exchange relationship extends beyond the basic economic transactions combining others such as social, emotional, and developmental exchanges that create long-term psychological attachments between employees and their organizations (Agyemang & Ofei, 2013). The strength and nature of such attachments impact their attitudes, behaviours and performance outcomes in ways that have deep implications for Organisational effectiveness and sustainability.

Ultimately, Organisational commitment is conceptualized as a multifaceted psychological construct manifesting differently across individuals, Organisational contexts, and cultural settings (Akoto & Akoto, 2014). Research within the Ghanaian milieu depict that commitment goes beyond attitude to reflect a complex psychological occurrence shaping employees' Behaviour, decisions and performance investments (*see* Donkor & Zhou, 2020; Yeboah et al., 2019). Subsequently, extant literature has recognized dimensions spanning affective, continuance and normative commitment (*see* Suliman & Iles, 2000; Folorunso, Adewale & Abodunde, 2014; Serhan, Nehmeh & Sioufi, 2022).

Affective Commitment

Affective commitment entails to the emotional identification, participation, and engagement employees feel towards their organization, being the most psychologically important and Organisationally desirable

commitment type (Mohammed et al., 2025). This commitment dimension emerges when employees possess good attitudes towards their organization, where they experience congruence between their personal values and Organisational values, and experience satisfaction from Organisational belonging and contributions (Cesário & Chambel, 2017; Nazir & Islam, 2017). Affective-committed workers possess high tendencies of remaining in their organizations not because they have to but because they want to, finding intrinsic satisfaction through the sense of belonging to their organization and its missions. These workers also volunteer to invest discretionary effort (Zeidan, 2006), demonstrate greater perseverance in the face of challenges, and are great ambassadors of their organizations (Malietso, Manyasi & Kwendo, 2023). This commitment is particularly valuable as it involves voluntary psychological commitment which cannot be replicated readily with external rewards or threats.

Continuance Commitment

Continuance commitment entails employees' perception of cost associated with leaving their current organization, representing a more calculative form of attachment based on rational evaluation of alternatives and potential losses (O'Driscoll & Randall, 1999; Suharto & Suprpto, 2023). This dimension develops when employees recognize that departure from their current organization would involve significant financial, social, or career-related costs that make Organisational membership the most rational choice available. Unlike affective commitment, based on emotional attachment, continuance commitment is primarily instrumental in nature (Taing, Granger, Groff, Jackson & Johnson, 2011) reflecting pragmatic considerations about employment alternatives and associated costs. It may develop through job security associated with public sector employment (Agarwal & Sajid, 2017), specialized or mechanical skills that create switching costs. Further, it may also be influenced by factors such as specialized skills that may not be transferable to other organizations (Hagos, 2018), geographic constraints that limit employment alternatives and seniority-based benefits that would be lost through Organisational departure.

Normative Commitment

Normative commitment represents the sense of obligation and moral duty that employees feel toward their organization, reflecting internalized values and beliefs about loyalty, reciprocity, and appropriate Behaviour in employment relationships. This dimension of commitment is developed via socialization processes (Bergman, 2006), cultural influences, social norms and reciprocal relationship perceptions where employees feel obligated to remain with organizations (Meyer & Parfyonova, 2010) that have invested in their development or provided opportunities and benefits. Normative commitment reflects the "ought to" aspect of Organisational attachment, where employees choose to stay due to the belief of it being right rather than because they want to or need to.

Concept of Employee Performance

Employee performance holds considerable importance in the realm of work (Sonnentag & Frese, 2002). Employee performance is a central aspect in every organisation as it contributes to maximizing and leveraging the potential of human resources. This, in turn, leads to improved service delivery, effectiveness and overall positive impacts on various facets of the organization. Hameed and Waheed (2011) argue that Organisational effectiveness stems from employee development and as such a performing employee can serve as a positive influence, enhancing overall Organisational performance. These employees become valuable assets contributing significantly to the improvement and performance of the organization. Employee performance is commonly evaluated in terms of achieved outcomes and the utilization of minimal resources to achieve maximum output. Specifically, performance is conceptualised as the degree to which workers or groups can meet the intended goals in terms of quantity and quality (Ertekin & Avunduk, 2021). Forson et al. (2021) iterate that this construct evokes behaviour related to achievement with evaluative components. Similarly, it is the degree of success that an employee attains in executing their duties (Ertekin & Avunduk, 2021). The concept has been regarded as a multifaceted one encompassing dimensions of task, contextual, adaptive and counterproductive performance (*see* Koopmans et al., 2012).

Borman and Motowidlo (1993) define task performance as the officially recognized work activities that assist an organization's technological core. Task performance comprises an employee doing only what is asked of

them and the technical core activities are those that define an employee's technical expertise (Borman & Motowidlo, 1993).

However, Montani et al. (2014) reveal that task requirements vary by profession and are dictated by individual differences, the skill and knowledge required for the job. It as a multifaceted concept that differentiates between anticipated results and Behavioural engagements (Pradhan & Jena, 2017).

Pulakos et al., (2000) defines adaptive performance as an employee's capability to rapidly change and formulate judgements when faced with unexpected, unpredictable, and ambiguous situations and occurrences. Chan (2014) believes that adaptive performance spans behavioural shifts at work, such as adjusting to changing responsibilities with ease, keeping composure under pressure, and staying focused in an emergency. Jundt et al., (2014) also argue that these are actions people do in reaction to or anticipating changes that are pertinent to tasks associated with their jobs. According to Dorsey et al., (2017) team effectiveness, performance evaluation, and change management are crucial Organisational traits that are linked to adaptive performance. Shoss et al., (2012) also demonstrate that adaptive performance improves individual worker capability and, consequently, job performance.

Contextual performance also includes the intentional and voluntary employee behaviours that are usually not compensated or included in the official job requirements (Podsakoff et al., 1990). Reilly and Aronson (2012) distinguish contextual behaviours from task performance by observing that many activities classified as contextual behaviours, such as assisting others and deriving enjoyment within the organisation, are not goal-specific. Contextual performance, albeit not directly related to specific goals, has an association with task performance. Contextual performance may enhance task performance by motivating employees to demonstrate behaviours that bolster the social, organisational, and psychological contexts of job performance. Contextual performance thus encompasses the ability to go the extra mile to render a helping hand while it does not form part of ones' job responsibility.

Sackett (2002) argues that the counter work behaviour dimension is distinct but an equally important aspect entailing the intentional employees' behaviour that harm the organisations and its members. These behaviours generally reduce efficiency and disrupt organisational relationships (Sypniewska, 2020). According to Devonish and Greenidge (2010), counterproductive work behaviour is particularly linked to unfairness and low commitment. Thus, it reflects the discretionary negative aspect of the performance spectrum. Collectively, literature suggests that a robust measure of performance should be one that caters for all its aspects in terms of what employees are supposed to do, what they do beyond job description, how they perform in novel situations and all other behaviours that may hurt the organisation.

Affective commitment and Employee Performance

Affective commitment, deemed a key antecedent of employee performance operates through diverse psychological mechanisms that translate emotional attachment into enhanced behavioural output (Cesário & Chambel, 2017; Pitaloka & Putri, 2021). The affective commitment constitutes the emotional bond that gives rise to intrinsic motivation compelling employees to exert discretionary effort in work activities (Anpe & Nmadu, 2025). This intrinsic motivation stems from workers' psychological satisfaction (Vo, Tuliao & Chen, 2022) of serving organizations for which they truly care, creating a self-feeding feedback loop where performance achievements reinforce emotional commitment, leading to ongoing high performance.

Precisely, emotionally committed employees may have a high penchant towards seeking opportunities for development, involvement in training initiatives and application of such new knowledge and skills towards improving their performance since they may perceive their professional growth as contribution to Organisational success. The affective commitment performance-enhancing effect is also achieved through task performance improvement, as affectively committed employees exhibit higher quality in their critical job tasks (Ribeiro, Gomes & Kurian, 2018). These committed individuals demonstrate greater attention to detail, improved quality of output, and more consistent performance across various job tasks relative to low-affective commitment individuals. That notwithstanding, empirical evidence suggests that affective commitment indeed drives employee performance (Udin, Dananjoyo, Shaikh & Linarta, 2022; Raji, Ladan, Alam & Idris, 2021).

H₁: Affective commitment has a significant effect on employees’ performance

Continuance Commitment and Employee Performance

The performance effects of continuance commitment are characterized by their focus on meeting minimum acceptable standards necessary to maintain Organisational membership (Wang, Guo & Duan, 2022) while avoiding the costs associated with job loss or Organisational departure (Kasogela, 2019). This instrumental approach to performance can provide Organisational stability (Novruzov, 2024) and consistent baseline performance levels, though it may not generate the discretionary effort and innovation that characterize affective commitment-driven performance. Thus, employees whose motivation is primarily because of cost may engage in minimum performance necessary to retain employment (Pahos & Galanaki, 2022). This mechanistic approach can generate effective but apathetic performance that lacks the enthusiasm and creativity that may drive overall service excellence. That notwithstanding, empirical evidence suggests that continuance commitment drives performance (*see* Malietso, Manyasi & Kwendo, 2023; Raji, Ladan, Alam & Idris, 2021).

H₂: Continuance commitment has a significant effect on employees’ performance

Normative commitment and Employee performance

Normative commitment influences performance via its ethical and moral motives that create a sense of responsibility and duty to contribute meaningfully towards Organisational success. Precisely, it operates through internalized values (Inam, Ho, Sheikh, Shafqat & Najam, 2023) and individual beliefs concerning appropriate Behaviour in working relationships (González & Guillén, 2008). High-normative commitment workers may view their continued stay as moral obligations. This sense of obligation may create internal control mechanisms that may motivate employees to maintain performance standards even with minimal external regulation or if situations would otherwise depreciate the quality of performance. Employees motivated by normative commitment may have low tendencies to exhibit counterproductive work Behaviours and are more likely to go above and beyond. Evidence suggests that normative commitment drives performance (*see* Ali, Saputri, Pratiwi & Villaruel, 2022).

H₃: Normative commitment has a significant effect on employees’ performance.

Conceptual Framework

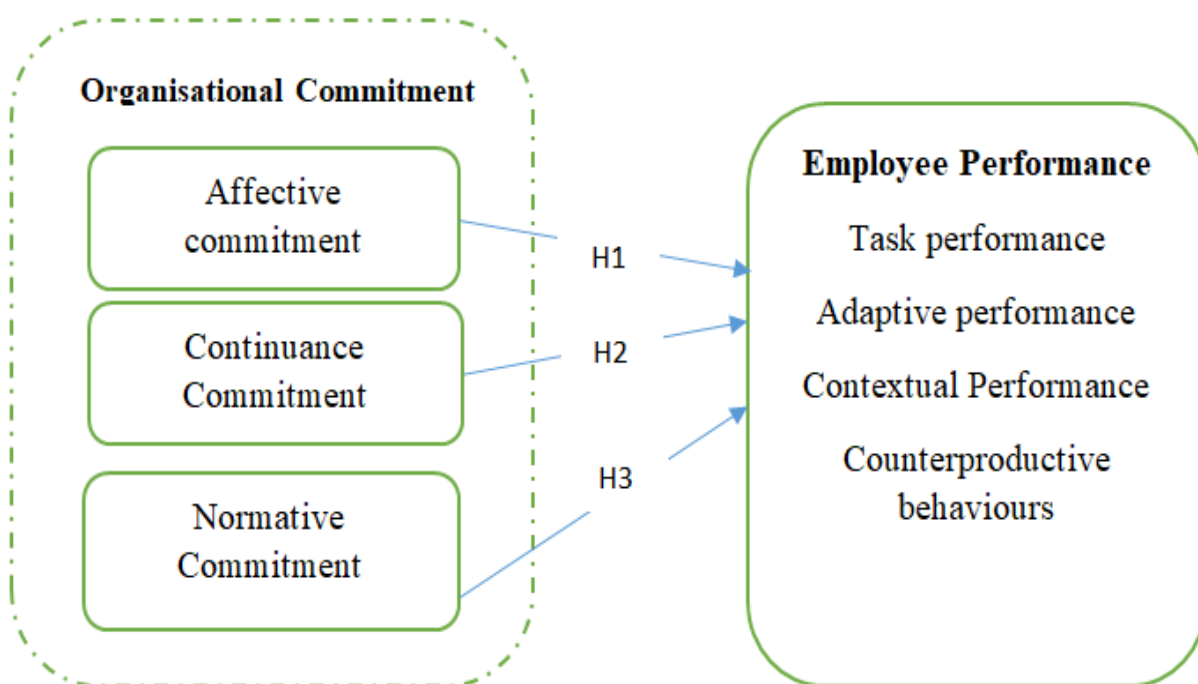


Figure 1: Conceptual framework

RESEARCH METHODOLOGY

Paradigm, Approach and Design

Research paradigm encompasses the assumptions, beliefs and values that guides the comprehension of the world and how to conduct research (Antwi & Hamza, 2015). This discourses employed the positivist philosophy. This stance emphasizes that knowledge may be gained via the empiricism and scientific analysis (Antwi & Hamza, 2015). The study embraced this philosophical approach because, the research aims to institute link between the variables of organisational commitment and employee performance. Subsequently, hypotheses are drawn which are consistent with the canons the aforementioned philosophy. Additionally, this philosophy also helps in the collection and analysis of robust data of a sample which is crucial for generalisability of findings. The use of this epistemology lead us to the use of the hypotheticodeductive approach which is a process that relies extensively on hypotheses to arrive at logical results (Lahlou-Kassi & Eddakir, 2025). Overall, the study uses a quantitative approach based on the philosophical stance and reasoning mode coupled with the objectives.

Sampling and Sampling technique

This discourse concentrated on employees under the Transport section at the University of Cape Coast working. According to the UCC administration (2024), the total number of staff under this section were 175. For this study, the census procedure was used. Ross and Reeve (2003) define census technique as the method which involves information gathering from all the unit of a specific population as opposed to a subset or sample. Gołata (2016) contends that this technique envelops the entire population making it the most robust approach for obtaining population parameters. This technique's strength is hinged on its ability in reducing sampling errors and ensuring reliably detailed data about the population (Williams, 2011). Despite its time consuming and demanding nature especially in large populations (Singh & Masuku, 2014), it is generally appropriate in instances where the population is quite small, easily accessible and needed to reach a more accurate conclusion. Importantly, the use of this technique was influenced by the statistical method as 175 respondents are appropriate for such method.

Data Collection Instrument and Procedure

Within this discourse, data was gathered solely through questionnaires. The questionnaire was divided into four distinct segments in total. The questionnaire utilized a five-point Likert-scale (1-5) with 1 being the least agreement and 5 the highest agreement. The initial subdivision handled the demography of the respondents. Consequently, the second aspect assessed the organisational commitment whilst the third section measured employee performance. The items were adapted from (Suliman & Iles, 2000; Affective commitment; Continuance commitment), (Lee et al., 2001; Normative commitment). Performance, specifically Adaptive performance from (Pradhan & Jena, 2017); Task performance (Ramos-Villagrasa et al., 2019; Pradhan & Jena, 2017), Contextual performance (Ramos-Villagrasa et al., 2019; Pradhan & Jena, 2017) and Counterwork productive performance (Ramos-Villagrasa et al., 2019).

Following the acceptance of the study's instrument, data was gathered from 14th November to 2nd December 2024. According to Sekaran and Bougie (2016), the manner through which a researcher collects data is essential in determining the response rate for a certain study. The Department of Human Resource Management, UCC provided an authority letter and an informed consent form filled by the researcher and approved by authorities were distributed with the questionnaires to the targeted sample. This was done through personal distribution of the questionnaires to the respondents. The data gathered from the questionnaires were standardized hence, all respondents were asked the same questions. The questionnaires were distributed once a week.

Ethical Consideration

Following the research protocols, approvals from respective authorities were sought. These authorities issued the necessary approvals for formal research and contact with participants. Further, all ethical procedures; confidentiality, subject autonomy and anonymity were scrupulously upheld throughout the duration of the study.

Collinearity and Common Method Bias

Podsakoff, MacKenzie & Podsakoff (2012) define common method bias as “errors associated with a structured questionnaire that includes the wording of instructions and items, or response format”. To reduce the prevalence of CMB, some old principles were applied. The first being the use of validated scales and the second being qualification in the hands of senior supervisors and the review board. Further, all items were worded appropriately and no negative wording strategies were used. Following extant literature, CMB was quantified statistically using the inner VIF of the estimated model. This was done to determine whether CMB was present in the study or not. Our findings demonstrate that none of the VIF values exceeded 3.3 suggesting no issues of collinearity and consequently no CMB concerns for the estimated model.

Table 1: VIF

	VIF
AC -> EP	1.097
CC -> EP	1.038
NC -> EP	1.100

Data Analysis

Contingent on the study’s quantitative nature, the data were organized and coded in Excel, then imported into SMART PLS-SEM for further processing and analysis. The data were prepared through organization and editing before being coded numerically for software variable representation. All the objectives were built and analysed through structural equation modelling, after which the results were processed. Subsequently, the results were run using the bootstrapping option to ascertain other important measures such as the path significance and Variance inflation factor (VIF). Importantly, due to the nature of the model’s conceptualization and measurement, the study followed Hair et al., (2019)’s recommendation on how to measure constructs with dimensions. The study used the repeated indicator approach where the dimensions were used as indicators to assess the model’s measurement and subsequently deleted whilst retaining the originally repeated indicators after meeting acceptable criteria to assess the structural model. The PLS images prior to the final construct of performance are attached as appendices.

Table 2: Model indices

Measurement Model	Indices
Reliability	$\rho_A \geq 0.7$ (Henseler, 2017)
Convergent validity	Average variance extracted ≥ 0.5 (Hair et al., 2021)
Discriminant validity	Heterotrait-Monotrait Ratio ≤ 0.9 (Hair, et al., 2021)
Composite reliability	Composite reliability ≥ 0.7 (Benitez, et al., 2020)
Structural Model	Indices
Indicator reliability	Indicator loading > 0.7 ; $p \leq 0.05$ (Hair et al., 2019)
Coefficient of determination	R^2 : Results above 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak) (Hair et al., 2019).

Source: Authors’ Own Construct

RESULTS AND DISCUSSION

Table 3: Indicator loading and internal consistency reliability

Item	Loading	Cronbach	(rho_a)	(rho_c)	AVE
Adaptive Performance		0.914	0.915	0.936	0.745
A1	0.867				
A2	0.850				
A3	0.858				
A4	0.882				
A5	0.856				

Contextual Performance		0.870	0.876	0.906	0.657
C1	0.788				
C2	0.830				
C3	0.817				
C4	0.763				
C6	0.854				
Continuance Commitment		0.919	0.931	0.943	0.804
C2	0.843				
C3	0.916				
C4	0.919				
C5	0.908				
Task Performance		0.912	0.914	0.935	0.741
T1	0.844				
T2	0.842				
T4	0.840				
T5	0.867				
T6	0.910				
Affective Commitment		0.736	0.755	0.849	0.652
AC4	0.753				
AC5	0.850				
AC6	0.817				
Counterproductive Behaviour		0.820	0.830	0.881	0.650
CP1	0.825				
CP2	0.820				
CP3	0.844				
CP4	0.731				
Normative Commitment		0.919	0.941	0.942	0.804
N1	0.849				
N2	0.911				
N3	0.940				
N4	0.883				

Source: Field Data

Table 4: HTMT

Constructs	1	2	3	4	5	6	7
Adaptive Performance (1)							
Affective Commitment (2)	0.283						
Contextual Performance (3)	0.245	0.271					
Continuance Commitment (4)	0.363	0.180	0.350				
Counterproductive behaviour (5)	0.316	0.263	0.819	0.331			
Normative Commitment (6)	0.123	0.346	0.100	0.174	0.087		
Task Performance (7)	0.730	0.308	0.309	0.504	0.320	0.299	

Source: Field Data

The findings from table 4 suggest that the construct possess good discriminant validity as the values are well below 0.85 proving that the constructs are empirically unique.

Structural Model Assessment

Predictive Relevance

Table 5: Predictive Relevance

	Adj-R ²	F ²	Q ²
Employee Performance	0.302		0.257
AC		0.074	
CC		0.288	
NC		0.006	

AC-Affective commitment; CC-Continuance commitment; NM-Normative commitment

Source: Field Data

The adjusted R² suggests that the exogenous variables account for about 30.2% of the changes in the endogenous variable which is deemed moderate based on our model indices. Further, the Q² also complements this assertion in terms of predictive relevance as it score is above zero. Further, the f² shows the individual contribution of each exogenous variable with continuance commitment exhibiting the highest effect on performance. Overall, these measures confirm the model's predictiveness and further robustness. The Q² values for the respective performance items are attached as appendix.

Table 6: Path Coefficients

	Path Coefficient	T-Stat	P-Values	BCI 2.5%	97.5%
AC -> EP	0.235	3.320	0.001	0.085	0.364
CC -> EP	0.453	6.433	0.000	0.291	0.569
NC -> EP	0.067	0.864	0.388	-0.089	0.216

AC-Affective commitment; CC-Continuance commitment; NM-Normative commitment; Employee Performance

Source: Field Data

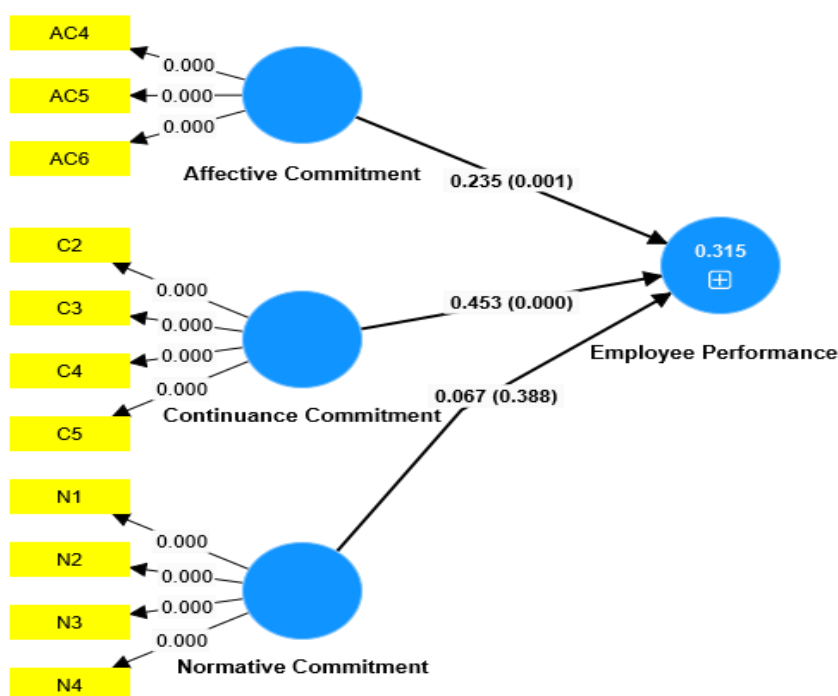


Figure 2: Final Structural Model

Source: Field Data

Robustness Check

Within the use of Smart PLS-SEM, it is imperative to use other measures of robustness to support your claims and findings, hence the use of the Importance-Performance Map Analysis (IPMA) has become a tool for further acumen. The findings from the IPMA suggest that among the dimensions, continuance was the most important (0.453) within the context. Additionally, continuance performance had the highest performance (72.334) on driving employees’ performance. This underscores that continuance is the most crucial dimension of commitment driving performance. Thus, future commitment or performance related initiatives can particularly be directed and tailored towards continuance commitment as its importance and effect are quite significant to performance in comparison to the other dimensions within the context under consideration.

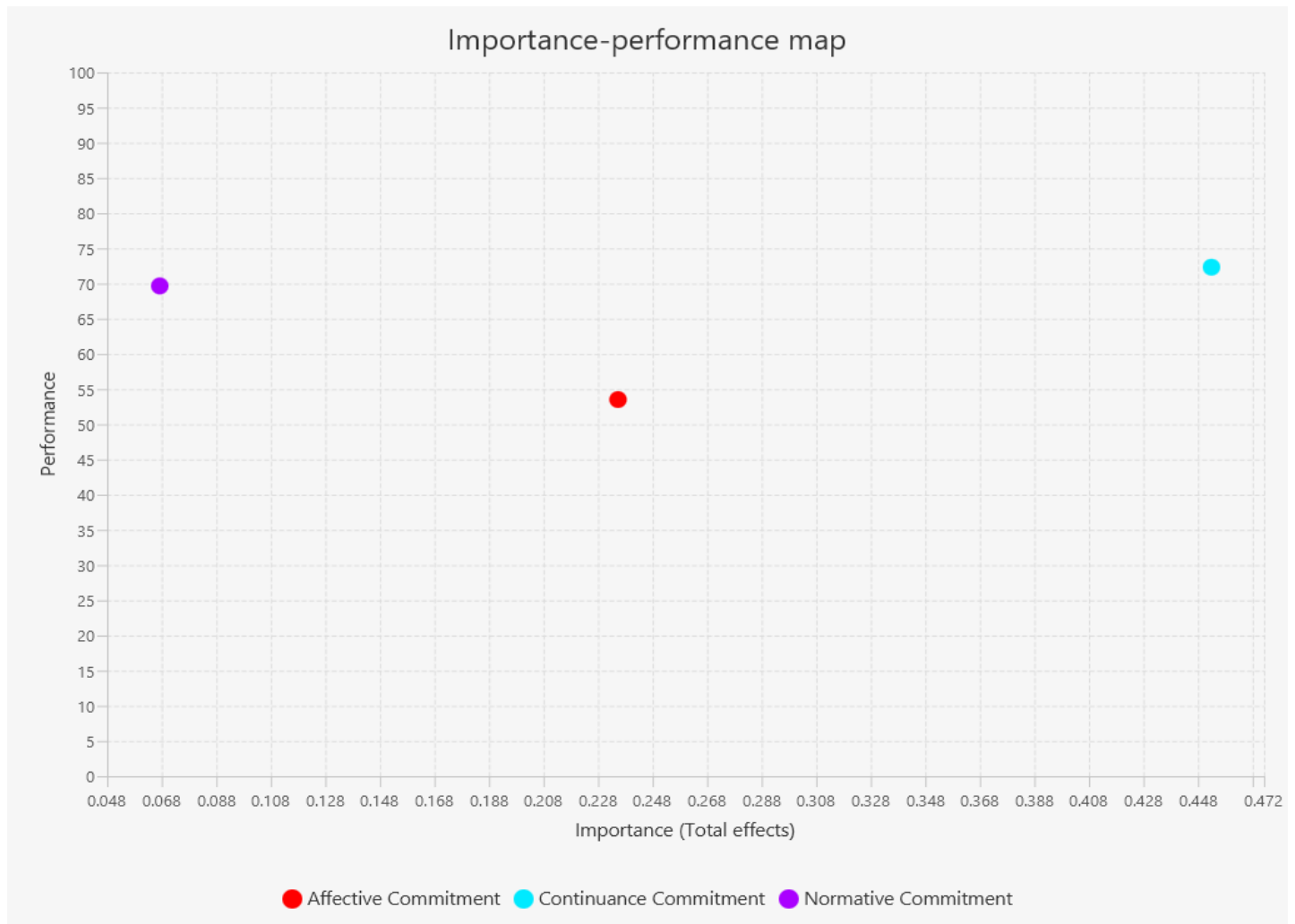


Figure 3: Importance performance map

Source: Field Data

DISCUSSION

An investigation of the path coefficient in Table 10 showed the effect of the exogenous variables on the endogenous variable. The results found that Affective commitment had a positive and significant effect on performance ($\beta = 0.235$, $t= 3.320$, $p = 0.001$). Hence, H_1 is supported. This result implies that affective commitment has a small but significant effect on performance. Additionally, the results also reveal that continuance commitment had a significant and positive effect on performance ($\beta = 0.435$, $t= 6.433$, $p = 0.000$). Thus, H_2 is also supported. This implies that continuance commitment has a moderate positive effect on performance. Lastly, the result also shows that normative commitment had a positive insignificant on

performance ($\beta = 0.067$, $t = 0.864$, $p = 0.388$) suggesting that normative commitment has a positively weak but insignificant effect on performance. H_3 however is rejected.

Affective commitment drives heightened performance through its psychological and behavioural channels which are crucial within service oriented contexts such as the transport section of UCC where the section's decisions directly impact the university's functioning. Specifically, through affective commitment, an emotional bond is harnessed (Joseph, 2023) which energizes individuals to engage in discretionary behaviour beyond their job requirement (Stazyk, Pandey & Wright, 2011), where drivers transform routine transport related activities into meaningful contributions for educational success. These may manifest through the staff and drivers internalizing safety as a personal responsibility as opposed to a set of regulations. Further, the transport section's service dominated nature may amplify these effects because affectively committed employees engage in voluntary behavior (Fadhillah, Sudiardhita & Wolor, 2023), represent the organisation positively and contribute generally to the organisational climate. This is particularly translated within the transport context as prioritizing passenger's preferences and proper maintenance of vehicles. Rizwan Danish et al., (2015) and Anpe & Nmadu (2025) argue that this emotional bond (Santana-Martins, Nascimento & Sánchez-Hernández, 2022) enhances the formal and discretionary behaviours of employees (Stazyk, Pandey & Wright, 2011) in service oriented contexts. This result aligns with the findings of (*see* Rizwan Danish et al., 2015; Cesário & Chambel, 2017; Udin, Dananjoyo, Shaikh & Linarta, 2022; Raji, Ladan, Alam & Idris, 2021) that affective commitment has an effect on employee performance.

In Ghana, where stable employment opportunities may be quite scarce, public institutions such as universities are highly valued in terms of job security and long-term rewards (Donkor & Zhou, 2020) heightening continuance commitment. For employees within the transport section, continuance commitment is particularly chief because their roles are encompassed within the larger administrative system of the university, offering stability and benefits that may not be easily replicated within the private sector directly supporting the arguments of SET and OST. This creates a strong calculative attachment which motivates employees to remain and protect their positions through sustained performance. Employees can therefore clearly comprehend the performance-reward relationship and adjust their efforts accordingly as a result of the structured nature of transport operations, which includes clear performance standards, frequent monitoring systems, and meaningful consequences for performance failures making it especially compatible with continuance commitment's instrumental motivations. Through this commitment, drivers within the section may adhere to safety regulations, observation of road laws and general punctuality as failure may lead to discipline and consequently job loss. Similarly, the mechanics and staff may also be motivated to follow maintenance schedules and keeping of accurate records to demonstrate competence and reliability. Thus, continuance commitment functions as the baseline for consistent and reliable performance which is crucial for the section's services directly impacting teaching and administrative purposes.

Within the transport section, the employees recognize that their jobs do not offer only monthly income but other benefits such as pensions, healthcare packages and institutional prestige. This creates a strengthened sense of dependence on the university which drives them to consistently meet performance expectations. This finding syncs with the studies of (*see* Malietso, Manyasi & Kwendo, 2023; Raji, Ladan, Alam & Idris, 2021).

Normatively, within the transport section, it is plausible that this commitment may not drive performance. Precisely, such employees may continue in their roles because they feel indebted (Victor & Okolai, 2022) to the university particularly through job stability and opportunities, however, this may not necessarily be accompanied by passion or self-motivation. Though these workers may be excellent at carrying their assigned tasks and upholding traditional performance standards, they may however possess low penchant to challenge the status quo in terms of practices or suggest creative solutions that go beyond accepted norms. As a result, they might be less able to contribute to service improvement initiatives that could improve transport operations. Thus, employees motivated through normative commitment may express some level of obligatory retention where they remain with their organisation but their effort levels may only peak at fulfilling minimum standards under their job description. Notably, the obligation alone may lack the motivational effort to sustain heightened performance without the intrinsic and calculative incentives of commitment. The findings support the claim of (*see* Ali, Saputri, Pratiwi & Villaruel, 2022) and oppose that of (Raji, Ladan, Alam & Idris, 2021).

Implications

This discourse has substantial implications for management and academics in several ways. Institutionally, the study's findings provide University management with extensive evidence on how commitment can be leveraged for peak performance. Further, the study also helps to identify the significant dimensions that heavily drive performance consequently influencing management's frameworks further providing more tailored and nuanced interventions as opposed to available traditional approaches. In all, this study provides empirical evidence for management's justification for investment in commitment and the specific dimensions necessary for actions.

For policy, it informs management on prioritizing initiatives geared at strengthening the emotional attachment of the employees at the transport section through robust compensation programs and the creation of meaningful work experiences that link transport activities to the broader purpose of the university. This may further heighten employees' existing intrinsic motivation and performance. Further, management can make informed decisions on how and why to maximize the benefits of continuance commitment whilst preventing the stagnation that may result from calculative attachments of employees at the section through offering competitive compensation and career opportunities that reward excellence whilst maintaining job security.

Within the academic discourse, it contributes immensely to the gamut of literature on the phenomena under investigation. Additionally, it provides empirical evidence from an emerging economy with particular focus on the education industry and direct frontline workers in the form of administrators. Again, it advances the argument of the SET and OST and its application in the Ghanaian university context consequently strengthening its cultural validity. Moreover, the investigation of commitment as multidimensional dimension provides more nuanced comprehension into the role each dimension plays with employees' performance.

Limitations and future research

The study despite its relevance is limited in certain aspects. The first limitation is associated with its cross-sectional nature and smaller sample for analysis. While statistical tests show associations, cross sectional data in itself may not be strong enough to confirm causal relationships. Consequently, future studies may address this through employing the longitudinal design coupled with relatively larger observations for robust findings. Moreover, the study also did not control for potential confounding variables which could have offered differing insights within the discourse. Future studies can therefore incorporate relevant control variables to improve the precision of the findings and reduce the risk of omitted variable bias.

Future studies could also expand the study's contexts across departments and institutions for robust findings and generalisability.

CONCLUSION

On the overall, the study concludes that affective and continuance commitment have significant positive effects on employee performance among staff at the Transport section of the University of Cape Coast. However, normative commitment has an insignificant effect on employee performance among the staff. Largely, there exist robust levels of commitment but the effects are uneven reinforcing existing perspectives on the unevenness of the effects of dimensions.

Conflict of interest

No conflict of interest exist among the authors

Data Availability

Available on request

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APPENDIX

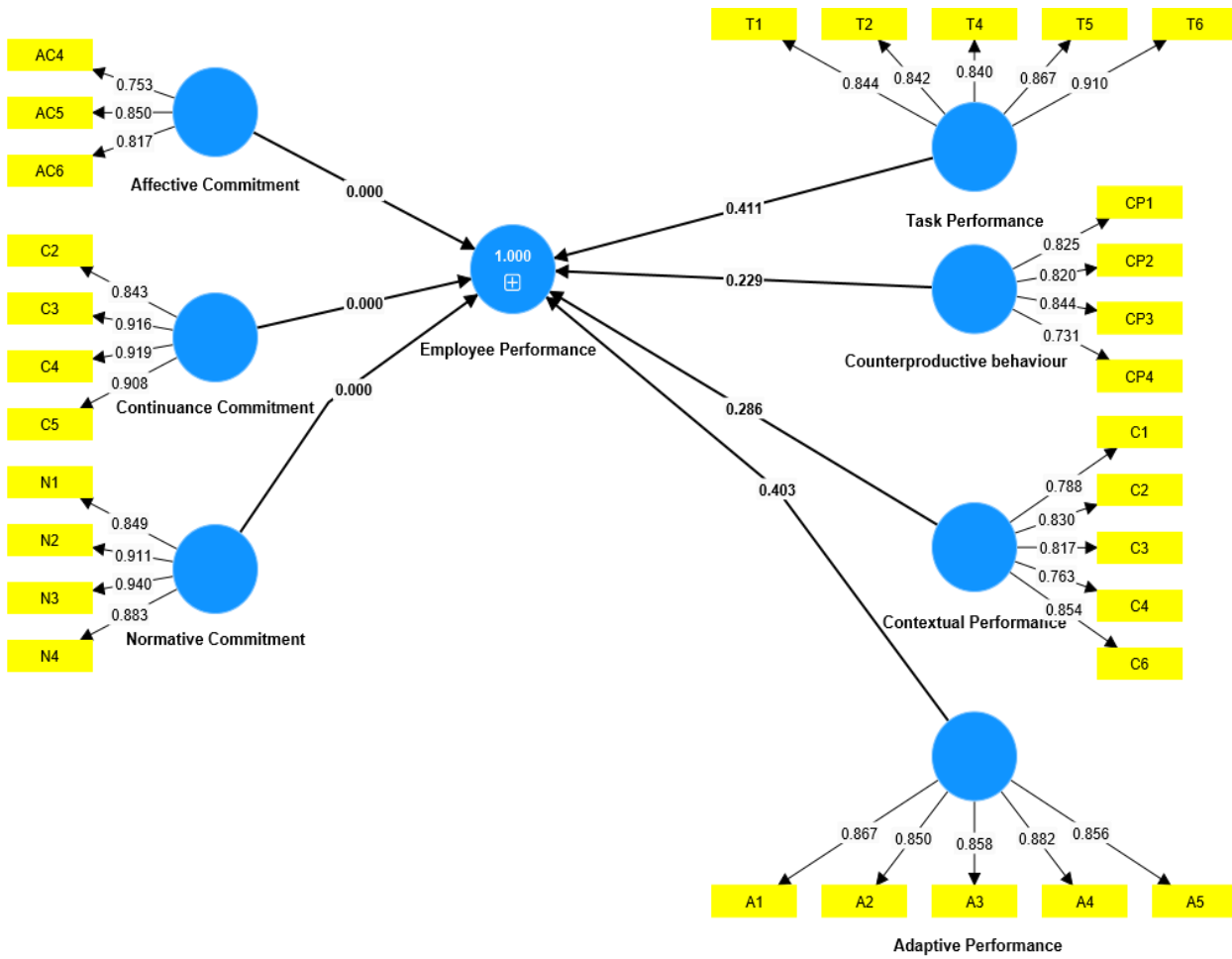


Figure 2: Indicator Loadings and model of the repeated indicator approach

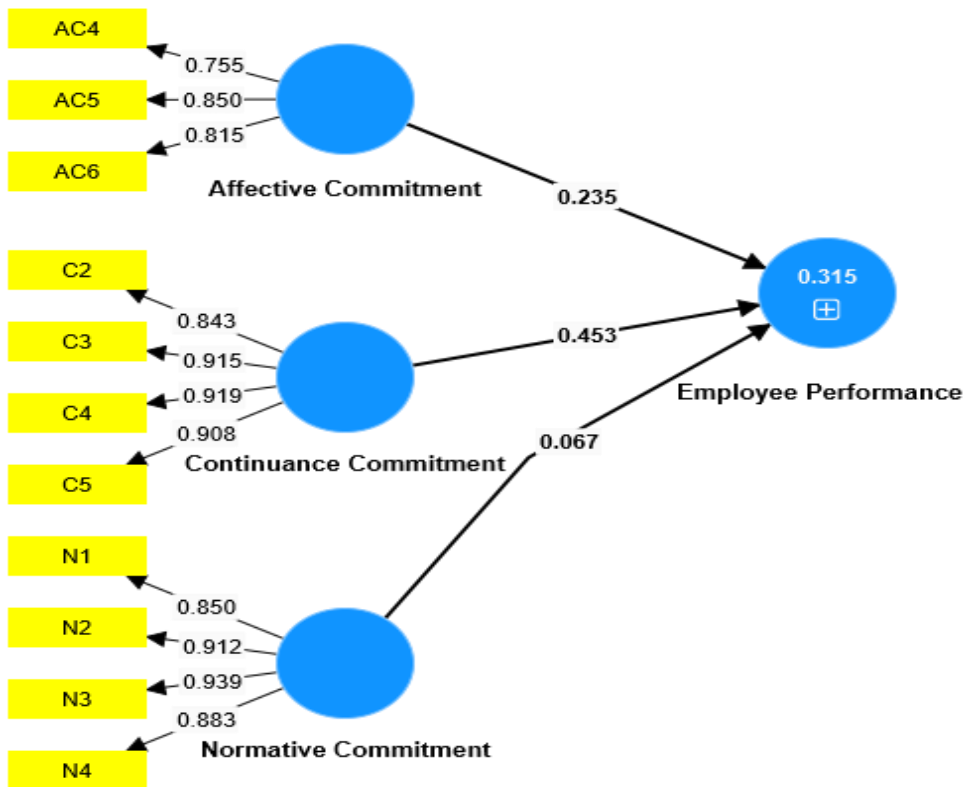


Figure 3: PLS-SEM Algorithm of the model after the dimensions removed

Table 7: Predictive Relevance

	Q²predict	RMSE	LM_RMSE
A1		0.827	0.878
A2		0.918	0.947
A3		0.794	0.827
A4		0.813	0.833
A5		0.834	0.839
C1		0.678	0.703
C2		0.677	0.704
C3		0.590	0.624
C4		0.720	0.748
C6		0.742	0.786
CP1		0.790	0.821
CP2		0.777	0.817
CP3		0.749	0.778
CP4		0.756	0.791
T1		0.710	0.717
T2		0.839	0.876
T4		0.872	0.890
T5		0.806	0.798
T6		0.737	0.756

Source: Field survey (2024)

RMSE corresponds to root mean squared error; MAE corresponds to mean absolute error