

**EMPLOYEE COMMITMENT AND ORGANIZATIONAL PERFORMANCE  
IN UNIVERSITIES IN MOGADISHU,  
SOMALIA**

**BY**

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## ABSTRACT

The study to determine the relationship between employee commitment and organizational performance in selected universities in Mogadishu was guided by three objectives that included assess the effect of affective commitment on performance, effect of continuance commitment on performance examine the normative commitment on performance of Universities. The study adopted a descriptive correlation survey design under quantitative and qualitative approaches. The data was acquired using the research questionnaire and interview guide and the returned questionnaires were 221. The findings revealed that affective commitment affect performance of the Universities by 13.4% of the respondents. Continuance commitment affected performance by 6.9% implying that other factors play much in affecting the performance while normative commitment has a 0.7% effect on performance of the Universities. The researcher concludes that on the first objective established that affective commitment of the employees in the organizations was inadequate quite below the required standards. The means and parameters set all were found insufficient though the effect for performance was positive it was not paramount further implying limited concerns for the performance of the organizations. The second research objectives concluded that continuance commitment among the employees in the Universities of Mogadishu was not sufficiently prevailing, the effect of this commitment on organizational performance of selected Universities in Mogadishu was found positive though not very important meaning that other factors account more to performance of the Universities under the study. The third objective presented and attained results showing that the normatively was found unsatisfactory implying that many respondents clearly showed that normative commitment has a great effect on performance. The researcher concluded that the level of normative commitment does not have a strong bearing on organizational performance in the Universities. The researcher recommends that organizations prepare a comprehensive and integrated system of performance management for building the employee commitment. Training and development programs should be designed in such way that they enable employees, enhancing of employee commitment is vital for effective functioning of an organization, and to make the organization grow and expand at a faster pace, Values alignment and identification is central to every conceptualization of employee commitment and the organization must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment.