

COMMITMENT AND EMPLOYEE PERFORMANCE IN THE AFRICAN UNION/UNITED  
NATIONS HYBRID OPERATION IN DARFUR, SUDAN



---

A Dissertation presented to the College of Higher Degrees and Research of  
Kampala International University  
Kampala, Uganda

---

In Partial Fulfilment of the Requirements for the award of a Masters in Human  
Resource Management

---

By  
SAMUEL DURING  
MBA/42927/141/DF

HD587  
D962  
2016

OCTOBER, 2016

## DECLARATION

"This dissertation is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

S. During

SAMUEL DURING

24/10/2016  
Date

## APPROVAL

"I confirm that the work reported in this dissertation was carried out by the candidate under my supervision".

Dr. Sylvia Nakate



Supervisor

24/10/2016

Date

## **DEDICATION**

This research work is dedicated to my beloved wife and children for their strong support throughout my studies.

## **ACKNOWLEDGEMENTS**

I wish to express my gratitude to the Almighty God and to all people whose support, both materially and morally have encouraged me to pursue and complete this course successfully.

I am particularly indebted to my supervisor Dr. Sylvia Nakate who assisted and diligently directed me throughout my studies.

My great appreciation also goes to CHDR post graduate Mr Kasozi and Dr Tindi for their direction and assistance that has helped me complete my studies.

Also, worthy of mention is my immediate supervisor Ms Naomi Dissanayaka who, despite the challenges of work, willir.gly released me for all my sessions.

Lastly but not least, I am grateful to my course mates for their continuous support throughout my education.

May God bless you all.

## TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL.....	II
DEDICATION.....	III
ACKNOWLEDGEMENTS.....	IV
TABLE OF CONTENTS.....	V
LIST OF TABLES.....	VIII
ABSTRACT.....	IX
<b>CHAPTER ONE.....</b>	<b>1</b>
1.0. Introduction .....	1
1.1. Background of the Study.....	1
1.1.1. Historical perspective.....	1
1.1.2. Theoretical Perspective .....	3
1.1.3. Conceptual perspective .....	3
1.1.4. Contextual perspective.....	3
1.2. Statement of the Problem .....	4
1.3. Purpose of the Study .....	4
1.4. Research Objectives.....	5
1.5. Research Questions .....	5
1.6. Null Hypothesis.....	5
1.7. Scope .....	5
1.7.1. Geographical Scope .....	5
1.7.2. Content Scope.....	6
1.7.3. Theoretical scope.....	6
1.8. Significance of the Study.....	6
1.9. Operational Definitions of Key Terms .....	7

<b>CHAPTER TWO.....</b>	<b>8</b>
<b>REVIEW OF RELATED LITERATURE .....</b>	<b>8</b>
2.0. Introduction .....	8
2.1. Theoretical reviews.....	8
2.2. Conceptual framework .....	10
2.3. Employee Commitment .....	11
2.3.1. Predictors of employee commitment .....	13
2.3.2. Human capital strategies to promote commitment .....	17
2.3.3. Commitment management .....	18
2.3.4. Concepts of Commitment .....	20
2.3.5. Commitment and Employee performance .....	22
2.4. Research Gaps .....	23
<b>CHAPTER THREE.....</b>	<b>24</b>
<b>METHODOLOGY.....</b>	<b>24</b>
3.0. Introduction .....	24
3.1. Research Design.....	24
3.2. Research Population .....	24
3.3. Sample Size.....	24
3.4. Sampling Procedure .....	25
3.5. Research Instruments .....	25
3.6. Measure of variables .....	26
3.7. Validity .....	26
3.8. Reliability.....	26
3.9. Data Gathering Procedures .....	27
3.10. Data Analysis.....	27
3.10.1 Qualitative data.....	27
3.10.2. The quantitative .....	27
3.11. Ethical Considerations .....	28

<b>CHAPTER FOUR.....</b>	<b>29</b>
<b>PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA .....</b>	<b>29</b>
4.0: Introduction .....	29
4.1. Background information of the respondents.....	30
4.2 Level of Employee commitment .....	33
4.3 Employee performance at UNAMID .....	37
<b>CHAPTER FIVE</b>	<b>41</b>
<b>DISCUSSION, CONCLUSION AND RECOMMENDATIONS</b>	<b>41</b>
5.0. Introduction .....	41
5.1 Summary of the findings .....	41
5.1.2. The level of employee commitment .....	41
5.1.3. Level of employee performance .....	42
5.1.5. Relationship between employee commitment and employee performance .....	42
5.2. Conclusion.....	43
5.3. Recommendations .....	44
5.4 Limitation of the Study .....	45
5.5 Areas for further studies.....	45
<b>REFERENCES.....</b>	<b>46</b>
APPENDIX I.....	53
QUESTIONNAIRE .....	53
APPENDIX II .....	57
INTERVIEW GUIDE .....	57
APPENDIX III .....	58
TABLE DETERMINING SAMPLE SIZE .....	58



## LIST OF TABLES

Table 4.1.1: Showing Gender of Respondents. ....	30
Table 4.1.2: Showing the Age of Respondents.....	31
Table 4.1.3: Showing Education Level. ....	31
Table 4.1.4: Showing Job Position and Marital Status of Respondents.....	32
Table 4.1.5: Showing working experience. ....	33
Table 4. 2 Descriptive statistics on employee commitment .....	34
Table 4. 3: Descriptive statistics on employee performance .....	37
Table 4.4: Relationship between commitment and employee performance .....	39
Table 4.5: Regression Model for Dimensions of Employee Commitment and employee performance.....	40

## **ABSTRACT**

The purpose of the study was to establish the relationship between commitment and employee performance. The research objectives were 1) to determine level of commitment among employees; (2) to examine the level of employee performance in United Nations Hybrid Operation in Darfur, Sudan; (3) to establish the relationship between commitment and employee performance.

The study employed the descriptive cross sectional survey design. Correlation was used to establish the relationship between variables and the testing of hypothesis. Triangulation method was used for both qualitative and quantitative approaches.

Stratified sampling was used to select a sample from each category of employees, then simple random sampling was used to select respondents from each selected sample from the category.

The study adopted self-administered questionnaire and interview guide. The findings revealed that commitment significantly influences employee performance. Employee commitment had positive significant influence on employee performance. Affective commitment, continuous commitment, normative commitment and rational commitment all had negative influence on employee performance.

The study concluded that commitment positively correlated with employee performance. Further study noted that employee commitment does influence employee performance. The study recommended that United Nations Hybrid Operations in Darfur (UNAMID) should adopt strategies of increasing employee commitment at work through provision of conducive work environment, recognition, provision of welfare services, respect, giving them bonus for extra work, and appreciation of workers.

The study also recommended that United Nations Hybrid Operation in Darfur should train their employees in order to enhance their performance.

## **CHAPTER ONE**

### **1.0. Introduction**

The chapter presents the historical background; conceptual, theoretical and contextual perspectives. It also presents the statement of the problem, purpose, objectives, research questions, and study hypothesis, the scope of study, significances and operational definitions.

### **1.1. Background of the Study**

#### **1.1.1. Historical perspective**

For the last decade, Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. The study of employee commitment is important because also (2009) noted that employees with a sense of employee commitment are less likely to engage in withdrawal behaviour and are more willing to accept change. In USA, workers who become less committed to an organization will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained. Employees who develop a high level of employee commitment tend to be highly satisfied, and are fulfilled by their jobs. In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure.

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, 2010; Ajila and Awonusi, 2004). One of the antecedent determinants of workers' performance is believed to be employee commitment (Ali, 2010; Ajila and Awonusi, 2004). As such, it is important for employers and managers alike to know how to get the best of their workers.

Employee commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organization depend on committed employees to create and maintain competitive advantage and achieve superior performance.

The African Union/United Nations Hybrid Operation in Darfur was established 31 July 2007 with the aim of protecting civilians, contributing to the security of humanitarian assistance, monitoring and verifying implementation of agreements, assisting an inclusive political process, contributing to the promotion of human rights and the rule of law, and monitoring and reporting on the situation along the borders with Chad and the Central African Republic (CAR); and this needs committed employees who are highly motivated to perform and provide services to the local people. Thus the need to conduct the study and investigate the relationship between commitment and employee performance in the African Union/United Nations Hybrid operation in Darfur, Sudan.

### **1.1.2. Theoretical Perspective**

The study was based on the expectancy theory which was developed by Vroom 1964. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance was followed by a definite outcome and on the appeal of the outcome to the individual. The theory relates to commitment and employee performance. Detailed explanations of the theory are found in chapter two.

### **1.1.3. Conceptual perspective**

Conceptually, the study set out to investigate the interplay between commitment and employee performance. Different authors have observed these from various perspectives. For instance, Meyer and Allen (1997) define employee commitment based on: continuance, affective, rational and normative as a psychological attachment and involvement in a particular activity. Employee commitment is considered because human resource scholars for example (Munene, 2005) believe that commitment of employees is important to achieve high levels of employee performance. Employee performance is measured using quality of work, efficiency, effectiveness and timeliness. Affective commitment is concerned with the extent an individual employee is emotionally attached to, and can identify with his or her involvement with the organization. Continuance commitment refers to an awareness of the cost associated with leaving the organization. Rational commitment refers to an employee's financial interests or interests related with possibilities to improve professional skills and make a career. Normative communication refers to employee commitment because they ought to. Therefore employee commitment is considered as an independent variable and employee performance as a dependent variable.

### **1.1.4. Contextual perspective**

The study took place among employees in The African Union/United Nations Hybrid Operation in Darfur headquarters in El Fasher, North Darfur. The African Union/United Nations Hybrid Operation was established in 31 July 2007 following a civil war which

broke out in 2003 that led to the deaths of tens, if not hundreds of thousands of Darfuris and the displacement of nearly two million. In the fighting between the Government of Sudan and militias and other armed rebel groups, widespread atrocities such as the murder and rape of civilians have been committed. The prevailing situation in the region necessitated the intervention of the African Union and the United Nations to establish the Hybrid Operation in Darfur with the mandate to keep peace and security, and also help the victims of war in Darfur. Therefore the study sought to establish a relationship between commitment and employee performance in the African Union/United Nations Hybrid Operation in Darfur, Sudan.

### **1.2. Statement of the Problem**

African Union/United Nations Hybrid Operation in Darfur can only survive and serve effectively when employees are willing to be committed at work despite the war related challenges, (Munene, 1998). Adriana, (2008) also confirmed that, employee commitment is essential in enhancing employee performance. Most employees in the African Union/United Nations Hybrid Operation in Darfur (UNAMID) have exhibited high levels of commitment as evidenced in their devotion to duty, punctuality at work, low levels of absenteeism and frequent attention to customers and participating in organizational activities. Unfortunately, for most employees in UNAMID, there performance is still wanting as indicated in (Office of Human Resource Management Performance Management Report, 2013-2014). Most of the employee's failure to perform to the expectation has greatly affected serve delivery at UNAMID. This study intends to investigate why despite the apparent employee commitment there has been low employee performance, hence the need to conduct this study.

### **1.3. Purpose of the Study**

The purpose of this study was to establish the relationship between commitment and employee performance in UNAMID.

#### **1.4. Research Objectives**

The objectives of the study were;

1. Determine the level of commitment among employees in the African Union/United Nations Hybrid Operation in Darfur, Sudan.
2. Examine the level of employee performance the United Nations Hybrid Operation in Darfur, Sudan.
3. Establish the relationship between commitment and employee performance in the African Union/United Nations Hybrid Operation in Darfur, Sudan.

#### **1.5. Research Questions**

**The study was guided by the following research questions:**

1. What is the level of commitment among employees in the African Union/United Nations Hybrid Operation in Darfur, Sudan?
2. What is the level of employee performance in the African Union/United Nations Hybrid Operation in Darfur, Sudan?
3. What is the relationship between commitment and employee performance in the African Union/United Nations Hybrid Operation in Darfur, Sudan.

#### **1.6. Null Hypothesis**

The study tested the following null hypothesis:

There is no relationship between commitment and employee performance in the African Union/United Nations Hybrid Operation Darfur, Sudan.

#### **1.7. Scope**

##### **1.7.1. Geographical Scope**

Geographically, the study was conducted in the African Union/United Nations Hybrid Operation Darfur, Sudan, at the Mission's headquarters in El Fasher, North Darfur.

IUNAMID has sector headquarters in El Geneina (West Darfur), Nyala (South Darfur),

Zalingei (Central Darfur) and El Daein (East Darfur). The Mission has 35 deployment locations throughout the five Darfur states, and Liaison offices in Khartoum and in Addis Ababa, Ethiopia.

### **1.7.2. Content Scope**

The study focused on the relationship between commitment and employee performance. The study established the relationship between commitment and employee performance. The independent variable is commitment and the dependent variable is employee performance. Commitment was measured using affective, continuance, normative and rational parameters, while employee performance was measured using quality of work, timeliness, effectiveness and efficiency.

### **1.7.3. Theoretical scope**

The study was based on expectance theory developed by Vroom (1964).The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual. Detailed explanations of the theory are found in chapter two.

## **1.8. Significance of the Study**

The findings of this study if successfully disseminated will benefit employers, employees, the public, labour unions and academicians.

Employer - The study may enable employers to understand the value of employee performance and how they can encourage their employees to serve effectively and efficiently.

Employees - The study may enable employees' understand the value of commitment and employee performance as a way of enhancing and achieving competitive advantage.



The public and academicians may use this to add on already existing knowledge on commitment and employee performance.

### **1.9. Operational Definitions of Key Terms**

**Employee Commitment** refers to various dimensions such as affective, continuance, rational and normative. Commitment is described as a tendency to engage in consistent lines of activity, because of the perceived cost of doing otherwise.

**Affective commitment** is concerned with the extent an individual employee is emotionally attached to, or identify with his or her involvement with the organization.

**Continuance commitment** refers to an awareness of the cost to the employee, associated with leaving the organization.

**Rational commitment** refers to an employee's financial interests or interests related to possibilities to improve professional skills and make a career.

**Normative communication** refers to employee commitment because they ought to.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0. Introduction**

This chapter reviews related literature from journal articles, web articles, text books and other sources that offer insight to the relationship between commitment and employee performance. The chapter has been divided into two sections. Section one gives the theoretical review and conceptual framework, while the second section gives the review of related literature according to the objectives of the study.

#### **2.1. Theoretical reviews**

The study was based on the expectancy theory which was developed by Vroom (1964). The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual. The Expectancy theory stipulated that when employees' expect an outcome from their efforts, they tend to become more committed and hence perform effectively. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information, and getting the required support for completing the job and for effective performance.

The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment of the likelihood that the effort will lead to expected performance (Expectancy), and the belief that the performance will lead to reward (Instrumentality). In short, Valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. The theory of Vroom relates to the study variables - these are commitment and employee performance.

Many other theories are considered to explain employee commitment and employee performance at work for example Equity theory which attempts to explain relational commitment in terms of perceptions of fair or unfair distributions of resources within interpersonal relationships. Equity theory was first developed in 1965 by John Stacey Adams, a workplace and behavioural psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment which causes them to be committed to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

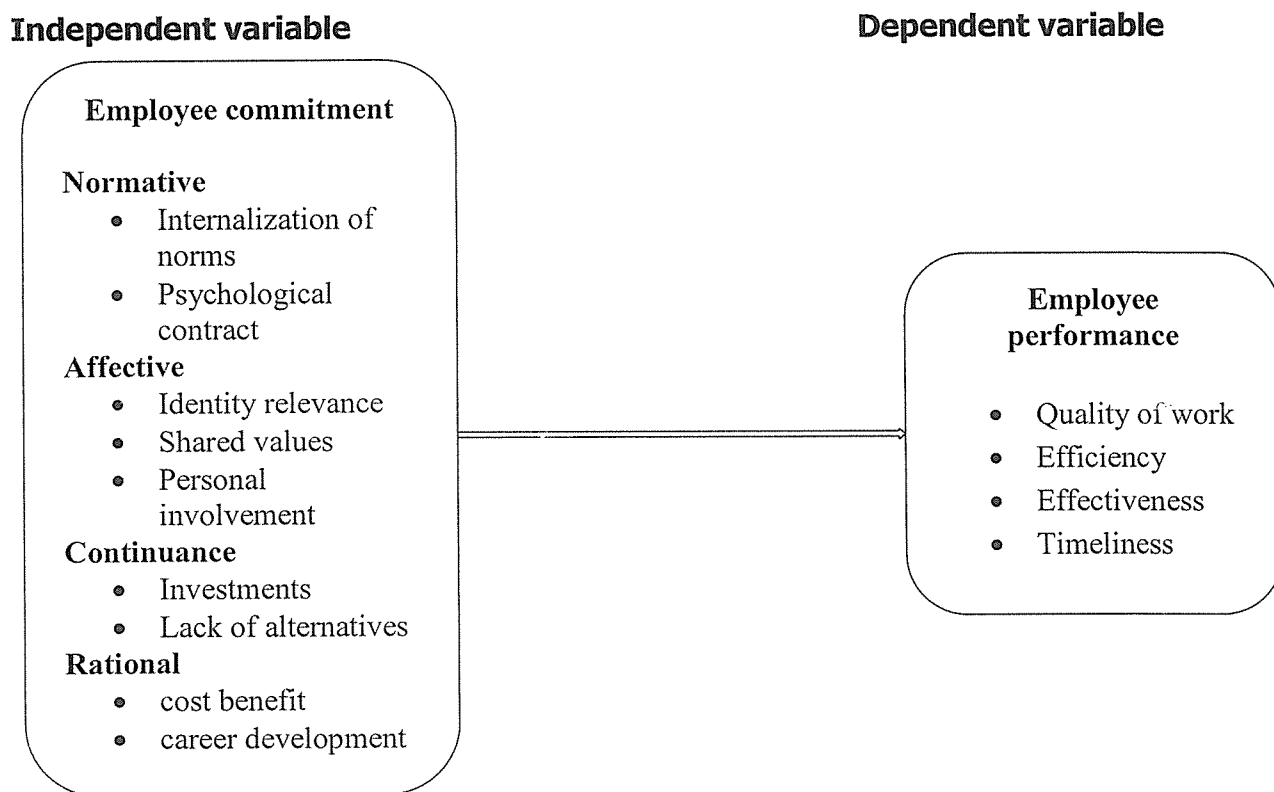
**Equity theory** proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. It focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratios of contributions and benefits of each person within the relationship. Partners do not have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contributions (such as investing the same amount of effort, time, and financial resources), as long as the ratio between these benefits and contributions is similar. Much like other prevalent theories of motivation, such as Maslow's hierarchy of needs, equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners (Guest, 2010). According to Adams (1965), anger is induced by underpayment inequity and guilt is induced with overpayment equity (Spector, 2008). Payment whether hourly wage or salary, is the main concern as the cause of equity or inequity in most cases.

In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. This increases their commitment and is able to go beyond a call of duty (Rioux, 2011).

After reviewing the mentioned theory, the research focused on expectancy theory because it under pin the study and it explain the relationship between the study variables which are; commitment and employee performance.

## 2.2. Conceptual framework

Figure 2.1: The conceptual framework on commitment and employee performance in African Union/United Nations Hybrid Operation in Darfur, Sudan.



Source: Literature review (2016)

The framework in figure 2.1 above portrays that employee commitment greatly influences employee performance. The framework shows that when employees are committed, they become more effective and efficient at work and thus they are more likely to perform better. The conceptual framework also depicts that independent variable (i.e. employee commitment) is categorized into affective, normative, continuance and rational. The four categories of commitment are conceptualized in a positive correlation with employee performance. Under affective commitment, employees desire to work because they want to. Due to the psychological attachment employees may have with the organization, they tend to perform higher. Other employees can be committed to their jobs because they ought to (Normative commitment), and some are committed because they are obliged to (Continuance). They stay with the organization because they have no or few options/alternatives of getting another job. Some employees remain committed to the organization due to the cost benefits such as high payment or benefits (Rational). All the elements of employee commitment greatly influence employee performance as grammatically indicated in the framework stated above.

### **2.3. Employee Commitment**

Employee commitment is the individual's psychological attachment to the organization (Meyer and Allen, 2007). Employee commitment improves how workers feel about their jobs so that these workers would become more committed to their organizations. Employee commitment predicts work variables such as turnover, organizational citizenship behaviour, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment (Meyer, and Allen, 2007).

Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of

oneness' with their organization. Organizational scientists have also developed many definitions of organizational commitment, and numerous scales too to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings. There has also been debate surrounding what Meyers and Allen's model was trying to achieve (Meyer and Allen, 2005).

Commitment is the strength of an individual's identification with, and involvement in a particular organization (Meyer and Allen, 2005). Other scholars like (Meyer at al, 2002), on the other hand describes commitment as a tendency to engage in business activity. Meyer and Smith (2000), also cited organization commitment by using the terms like effective continuance commitment and normative commitment respectively.

In the last 30 years, numerous academic researchers and practitioners have contributed to the studies of employee commitment. Employee commitment, together with job satisfaction and job involvement, are three of the most widely studied employee attitudes (Kanter, 2010). He also contends that employee commitment is primarily a function of individual behaviour; individuals become committed to the organization through their actions and choices over time. (Kanter (2010), another often cited researcher, defined employee commitment as "the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relationship, which are seen as self-expressive". Another contributor to organizational commitment is Etzioni (2010). He suggested that organizational commitment focuses on employee compliance with organizational objectives. When employees have higher levels of commitment to organizational objectives, the organization will have more authority or power over these same employees.

Antecedents of organizational commitment have also been topics of study. Generally, antecedents of employee commitment consist of:

Personal characteristics: A wide range of personal characteristics has been linked to organizational commitment. The most frequently studied are gender, age and tenure, and education (Meyer et.al, 1993).

Situational factors: Generally, these factors are divided into: (a) job characteristics (including job scope, role conflict, and role ambiguity), (b) organizational characteristics (that focus on efficiency and adaptation, as they relate to organizational effectiveness), and (c) work experience (including organizational dependability, personal importance to the organization, leadership style, social involvement, and work relationship). The organizational commitment studies also have addressed employee attitudes. The attitudinal approach views employee commitment as an attitude, which reflects the nature and quality of the linkage between an employee and an organization. Porter et.al (1973), employee commitment entails three factors: (1) a strong belief in and acceptance of the organization's goals and values, (2) a willingness to exert considerable effort on behalf of the organization, and (3) a strong desire to maintain membership in the organization.

### **2.3.1. Predictors of employee commitment**

The workplace is changing dramatically and demand for the highest quality of product and services are increasing (Adrina, 2008). The benefits of having the best trained workers using the most advanced technology can be nullified by employees who do not want to use their energy and skills for the benefit of the organization (Mayer, 1990). Without commitment, there can be no improvement in any area of organizational performance (Meyer, 2005).

In many organizations there is a gap between the expectations of employees and what they are prepared to do. There are a number of reasons for this erosion of commitment, the most common one being a failure on the part of management in some way or other way. Greenberg and Baron (1997) contended that various

personal, situational and positional factors can affect the commitment of employees and consequently their attitudes/behaviour.

### **Personal factors**

A great deal of research has sought to determine whether certain types of employees are more likely to be committed to their organizations than others (Coetzee, 2007). He adds that some employees are simply more predisposed to engage in citizenship behaviours than others. In particular, employees who are highly conscientious, outgoing (extroverted) and generally have a positive outlook on life (optimistic) are often more inclined to be more committed.

### **Situational factors**

#### **Organizational support and employee commitment**

There is a significant relationship between employee commitment and the extent to which employees believe their organization has their interest at heart. Organizations that are able to provide work-life benefits and other types of employees' support are likely to elicit citizenship behaviour (Brooks, 2009).

Brooks, (2009) in his studies, he empirically noted that employees are more willing to go beyond the call of duty when they work for organizations that offered support which enabled them to balance their work and family responsibilities more easily, assisted them through difficult times, provide them with benefits they could not afford, and helped their children do things they would otherwise have not been able to do.

#### **Organizational tenure and Commitment**

Various researchers have studied the relationship between length of service (job tenure) and employee's relationship with organizations. The studies have shown that employees who have been with their employing organizations for a long time are more likely to have embedded relationship and strong organizational



ties (Concha, 2009). Meyer and Allen (2007) supported this research finding and proved that continuance commitment (the costs of leaving the organization) had a positive effect on the effective commitment of employees. They added that "employee commitment is influenced by the nature of quality of an employee's work experience during his or her tenure in an organization." Rewards, organizational dependability, employee importance and job involvement are key aspects of work experiences.

If employee receive rewards, say promotion, for example, after overcoming some obstacle, then employee commitment is likely to be higher than if the rewards are automatically received (Steers, 2009).

Organizational dependability refers to "the extent to which employee feel the organization could be counted on to look after employee interest" (Mowday et al., 2006). Clearly, the higher the experience of dependability, the more positive the impact on employee commitment. If the work environment is not seen as friendly or co-operative, and the relationship between employees is generally not amicable, then individuals are unlikely to feel committed to the organization (Concha, 2009). Furthermore, where the majority of employees are highly committed, it is likely this will encourage individual commitment. The opposite effect, generally, low commitment will reduce individual commitment.

The extent to which employees feel that they are important to the organization is posited to be significant in its influence on employee commitment (Mowday,et.al, 2011). As a result, individual experience of people management and employee relations is important in securing and maintaining commitment. Social involvement too has been found to increase commitment (Steers, 2009). He adds that when employees are involved in different activities within an organization, they are likely to become more committed to their organizations.

## **Organizational support and employee commitment**

There is a significant association between employee commitment and the extent to which employees believe their organization has their interests at heart. Organizations that are able to provide work-life benefits and other types of employee support are likely to elicit citizenship behaviour. Accordingly employees, who receive support from the organization, are more likely to go beyond the call of duty (Steers, 2009).

Understanding employee commitment as an employee psychological attachment is important because it has an important effect on organizational performance, and this attachment can be influenced by job satisfaction which is both intrinsic and extrinsic (Rioux, 2011). The last decade, particular research interest in high-commitment models of human resources management depicted that a bundle of human resources practices focusing on employee commitment to the organization ultimately would contribute to organizational effectiveness (Rioux, 2011). People who are committed are less likely to exhibit low levels of OCB". Podsakoff et.al (2000) explains that strong commitment is often correlated with high job satisfaction and performance. According to Ahmed (2006) various research studies have indicated that promoting employee commitment increases employee retention and, in addition, makes a positive contribution to organizational performance. Morrison (2008) agrees that employee commitment lead to improved business performance. Employee commitment can be influenced by a variety of psychological and work-related variables such as individual behavioural influences, other work-related attitudes, and human resources and management practices. Greenberg and Baron (2003) argue that work-related attitudes include lasting feelings, beliefs, and behavioural tendencies toward various aspects of the job itself, the setting in which the work is conducted, and/or the people involved. Work-related attitude reflects in tendencies to respond (Podsakoff et.al, 2011).

Gibson et al. (2006) explain that committed employees are less likely to quit their jobs; it was mentioned earlier that Greenberg and Baron (2003) indicate that the more highly committed employees are to the organization, the less likely they are to be absent; and Meyer, et.al (1997) agree that strong commitment is often correlated with high productivity. Each of the mentioned commitment consequences will now be discussed. Ahmed (2006) explains that "managers are interested in the relationship between organizational commitment and job behaviour because the lack of commitment often leads to OCB practice. The stronger the commitment to the organization the less likely the person is to quit. Gibson et al. (2006) assert that "committed people are less likely to quit and accept other jobs. Thus, costs of high turnover aren't incurred and people are likely to perform beyond a call of duty". An individual's level of organizational commitment can be a predictor of job satisfaction (Robbins, 2005). Luthans (2005) found that commitment to the organization plays a key role in job satisfaction and effective performance. Uncommitted employees are willing to leave if the opportunities elsewhere promise to be better. Malhotra et.al (2007) explains that the factors that separate you from your competitors today are the skills, knowledge, commitment, and abilities of the people who work for you. High turnover is expensive as it cost money to replace people. Luthans (2005) explains that employees who are not committed always perform below their expectation hence affecting organizational performance.

### **2.3.2. Human capital strategies to promote commitment**

According to Robbins (2005), "an organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes". Armstrong (2006) explains that "by focusing on relevant behaviours and interactions, managers can begin to shape the outcomes they desire such as employee commitment. Meyer et.al (1997) explains that human resources professionals must create practices that make employees more productive and committed and, therefore, organizations more effective. Schultz et.al (2010)

argues that central to the ongoing success of an organisation are committed employees, and that human resources practices can assist in developing commitment. Meyer et.al (2007) suggests that human capital specialists should be assisting management in understanding what is important to employees in order to achieve high levels of organization citizenship behaviour.

### **2.3.3. Commitment management**

Most HRM researchers in the recent years have focused on the identification of HR practices that enhance employee commitment. These practices have been loosely labelled as 'high commitment' or 'high involvement' practices which are thought to motivate employees by increasing organizational commitment, participation and involvement (Meyer and Allen, 1997). They also suggest that employers who use 'high commitment' HRM practices see their employees as "assets or resources to be developed". Similarly, Lumley (2010) reports that high commitment management will only be successful if workers believe that their interests are aligned with those of the organization, and if the organization makes a reciprocal investment in their wellbeing.

Studies have identified several HR practices which are likely to lead to positive HR outcomes such as higher quality employees, higher flexibility and higher levels of commitment (Meyer et al, 2007). These practices include job security; recruitment and selection; extensive training and development; employee involvement and information sharing; self-managed teams and decentralization of decision making; performance-related rewards; reduction of status differences and internal career opportunities among others. Studies have found a significant link between HRM practices and employee commitment (Martin and Roodt, 2008). These studies suggest that particular HRM practices will elicit various forms of commitment to specific targets within the organisation. For example, Lumley (2010) in a study of 67 American agricultural managers, found that pay, accuracy of merit rating and fairness of promotional procedures were major

contributors of organisational commitment as compared to personal and job characteristics. Parasuraman (2008) found that employees' commitment was enhanced by favourable perceptions of the organisation's HRM practices, such as internal promotion, training and development and employment security. On the basis of these findings, Lumley (2010) report that "psychological commitment is higher among employees who believe they are being treated as resources to be developed rather than commodities to buy and sell."

Meyer et.al (1993) found that affective commitment and normative commitment had significant positive correlations with all the HRM practices (i.e. performance appraisal, benefits, training and career development) while continuance commitment did not have a significant correlation with the same HRM variables. Meyer and Smith concluded that fair and supportive HRM practices denoted the organization's support for the employees, which in turn, fostered a reciprocal attachment and loyalty by the employees.

Steers (2009) in their study of 135 manufacturing plants in the UK, found that the most popular high commitment management practices on the shop floor were centred on the use of selection for trainability, team working and group problem solving rather than performance-related pay or performance management. Similarly, Kanter (2010) in a study of 164 New Zealand business firms found that the use of high-involvement work practices was associated with increase in productivity and employee retention unlike firms that were control-oriented whereby increase in employee retention was associated with a decrease in productivity. Kwantes (2007) in a study of 968 US organizations, found that the simultaneous use of certain high performance work practices relating to employee skills, organizational structures and employee motivation, was significantly related to lower employee turnover, greater productivity and financial performance. In a study of steel mini-mills in the US, Podsakoff (2000) found that commitment-type HR systems were associated with higher

productivity, lower scrap rates and lower employee turnover than control-type systems. Metle (2010) in a study investigating steel production lines identified seven innovative work practices areas which included incentive compensation plans, teamwork, job flexibility, employment security, training, extensive recruiting and selection and labour-management communication. Meyer and Allen (2007) have suggested that various HRM practices can influence and produce different forms of organizational commitment depending on how they are perceived by the employee. For instance, employees who receive training might perceive the organization as valuing them resulting in strong affective commitment. The same HR practice could lead to the development of continuance commitment if the employee perceives the newly acquired skills as being organization-specific while normative commitment may develop if the training was paid for by the organization (Duffy, 2012).

#### **2.3.4. Concepts of Commitment**

**Affective commitment** also known as emotional commitment is concerned with the extent an individual employee is emotionally attached to, and identify with his or her involvement with the organization (Meyer and Allen 2007). The employees accept company goals as their own and honestly perform their tasks. Various investigations have shown that a stronger employee affective/emotional commitment determines increase in their effort to perform their tasks properly and even determine to exceed the limits of formal requirements while seeking better results (Meyer et. al, 2002).

**Continuance commitment** refers to an awareness of the cost associated with leaving the organization. The potential costs of leaving an organization include the threat of wasting the time and effort spent acquiring non-transferable skills, losing attractive benefits, giving up seniority-based privileges, or having to relocate family and disrupt personal relationships. Apart from the costs involved

in leaving the organization, continuance commitment will also develop as a function of lack of alternative employment opportunities (Ghazzawi, 2008).

Commitment is thought to be based on the cost benefit that an employee attaches as calculated commitment. In this concept, economic factors are of utmost importance because they are assumed to affect work effort, labour turnover and absenteeism (Dalal, 2005).

**Normative commitment;** the individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment (Meyer and Allen, 2007). These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". In simple terms people stay with the organization because they want to (affective) , because they need to (instrumental) or because they ought to (normative) (Meyer and Smith , 2000) , suggested that the levels of 3 types commitment are towards the relationship between the individual and the organization. The strength of each of these, however is influenced by different factors, affection, and attachment to the organization. (Meyer et.al 2002) suggests that it is influenced by the extent to which individuals needs and expectation about the organization are matched by their actual experience.

**Rational commitment** is a relationship based on employee's financial interests or interests related with possibilities to improve professional skills and make a career. We usually tend to such considerations based on how much effort has

been put while working in the company, whether we are adequately rewarded for the effort, and finally, are there any alternatives (better pay, more interesting and prospective jobs) (Martins and Coetzee, 2007). If an employee thinks that the company is investing in them a lot, they will repay with diligence and loyalty. An employee whose main object of attachment is a salary can be easily attracted by an employer offering a higher one (Mowday et al., 2011). So what helps to retain employees is an emotional relationship (with the company, its managers, colleagues) which gradually develops when employees understand that they are important, needed, and cared about. Thus by giving staff incentives as a sign of appreciation and recognition and strengthening employee commitment on the emotional level, a company will not only win staff productivity, but also successfully compete in the labour market where a good and loyal worker is the greatest asset. Some companies may be satisfied with their employees working only to get a salary, but if the success of your company depends on innovative ideas and creative solutions, you would not do without those committed to your company emotionally who will always show that extra effort and enthusiasm. All types of commitment greatly influence organizational citizenship behaviour positively or negatively (Adriana, 2008).

#### **2.3.5. Commitment and Employee performance**

Organizational commitment refers to the psychological attachment of workers to their Workplaces (Meyer et al. 2002). Commitment to organizations is positively related to such desirable outcomes as employee performance (Mowday et al., 2011), motivation (Mowday, Steers & Porter, 1979), and attendance related to such outcomes as absenteeism and turnover. Also, Horton stated that stronger commitment could result in less turnover and absenteeism, thus increasing employee performance (Adriana, 2008).

Committed employees give a big contribution to organizations because they perform and behave on achieving organizations' goals. Furthermore, workers



who are committed to their organization are happy to be members of it, believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization (Metle, 2010). Thus, we could say that there is a relationship between organizational commitment and job performance. However, surprisingly, previous research suggested that organizational commitment is largely unrelated to job performance (Mathieu & Zajac, 1990).

#### **2.4. Research Gaps**

Studies have shown that most of the organizational commitment research studies have been carried out using Western countries samples (Allen and Meyer, 1990; Meyer and Smith, 2000) and emerging economies in Asia such as China and South Korea (Martins and Coetzee, 2007). However, very few studies have used samples from sub-Saharan Africa and Darfur, Sudan in particular, thus challenging the generalisability of these studies to a non-Western context.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0. Introduction**

This chapter presents the methodology that would be used to conduct this research. It presents the research philosophy and design, the study population, sample size and selection, data collection methods, research procedure, validity and reliability of instruments, data analysis and ethical considerations.

#### **3.1. Research Design**

The research used descriptive cross sectional survey design. The study was a survey because it involved a large number of respondents (Best and Kahn, 1993). Both qualitative and quantitative approaches of data collection were used. Correlation design was used to establish the relationship between variables (Amin, 2005).

#### **3.2. Research Population**

##### **Target Population**

The target population included 360 employees in the African Union/United Hybrid Operation in Darfur, Sudan.

#### **3.3. Sample Size**

Samples of 186 employees from the African Union/United Nations Hybrid Operation was selected from 360. The minimum sample size was computed using the Morgan and Krejcie (1970) table for determining sample size from a given population as cited in Amin (2005).

### 3.4. Sampling Procedure

Simple random sampling was used to select individual employees. Simple random sampling was used in order to give equal chances of being selected to all employees in the target population (Amin, 2005).

### 3.5. Research Instruments

A self-administered questionnaire was used in the study. Section A included demographic characteristics, section B included commitment and employee performance in the AU/UN Hybrid Operation in Darfur, Sudan.

The Commitment Questionnaire was adopted from the validated standardized instrument adopted from Institute of Psychology, Makerere University. There are 22 items in this questionnaire of commitment which are affective (items 1-6), continuance (items 7-12), normative (13-16), Rational (items 17-22). The scoring system and response modes consist of the following: (1) Strongly Agree; (2) Agree; (3) Not sure ; (4) Disagree; (5) Strongly Disagree.

**Table 3.1: Mean Range of a five-level Likert Scale**

<b>Scale</b>	<b>Mean range</b>	<b>Interpretation</b>
Strongly Agree	4.20-5.00	Very High
Agree	3.40-4.19	High
Not sure	2.60-3.39	moderate
Disagree	1.80-2.59	Low
Strongly Disagree	1.00-1.79	Very Low

*Adopted from Renis Likert (1932).*

The second phase of the data collection involved face to face interviews among some of the employees.

### 3.6 Measure of variables

Standard questionnaires on 5-Likert scale ranging from strongly agree (1); agree (2); undecided (3); disagrees, (4) strongly disagrees (5). The independent variable is commitment and dependent variable is employee performance.

### 3.7 Validity

The researcher ensured the validity of the instrument by face validity analysis using research supervisors who went through, checking if all the items constructed could help achieve the aim of the study.

### 3.8 Reliability

The researcher ensured reliability or the degree of consistency and precision in which the measuring of instruments is demonstrated (Amin, 2005). In establishing the reliability of the instrument, a test-retest method was used, in which 30 respondents were used in a similar mission, to ascertain the consistency of the instrument. Cronbach's (2004) alpha coefficient was used to assess the internal consistency. The instrument was considered reliable when its score was 0.70 and above, thus reliable for the study.

**Table 3. 2: Cronbach alpha results (Reliability and Validity)**

<b>Variable</b>	<b>Number Of Items</b>	<b>Cronbach Alpha Value</b>	<b>Content Validity Index</b>
Employee commitment	22	0.852	0.833
Employee performance	13	0.853	0.810
	35	0.829	0.900

### **3.9 Data Gathering Procedures**

The researcher requested for an introduction letter from the School of Postgraduate Studies and Research from Kampala International University which was addressed to the authorities of the UN Mission for permission to conduct the study. The researcher and his research assistants administered the questionnaire and a contact person was taken for follow-up.

### **3.10. Data Analysis**

#### **3.10.1 Qualitative data**

After collecting qualitative data, it was processed and analysed. The qualitative data was analysed by sorting out major themes, concepts and ideas that relate to the variables of the study so as to make meaning and draw conclusions. All the relevant information was put in place to ensure that the necessary information is available before data analysis begins.

#### **3.10.2. The quantitative**

The statistical package for social scientists SPSS was utilised to process and analyse quantitative data. Data analysis was based on the objectives of the study. Objective one was to examine the level of employee commitment in African Union/United Nations Hybrid Operation in Darfur, Sudan. This objective was analysed using factor analysis, descriptive statistics to show the standard deviations and frequencies.

Objective two was to determine the level of employee performance among employees in the African Union/United Nations Hybrid Operation in Darfur, Sudan. Objective two was analysed using factor analysis, descriptive statistics to show the mean, standard deviation and frequencies.

Objective three was to establish the relationship between commitment and employee performance. This objective was analysed using Pearson correlation coefficient to establish the relationship between variables.

### **3.11. Ethical Considerations**

An ethical standard in this study was assured by:

1. The respondents were requested to sign the informed consent.
2. Authors quoted in this study were recognized through citations and referencing.
3. The researcher ensured confidentiality when conducting research.
4. The researcher avoided sites where informants may feel coerced to participate in research.
5. The researcher honoured the informant's privacy.
6. The researcher sought for permission before interviewing the respondents.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

#### **4.0: Introduction**

The results in this section were presented so as to explore the data with respect to the research study objectives. After the data entry stage, the data was captured using the SPSS software and then analysed with respect to the research objectives. The analysis was presented using correlations, and analysis of variance tables and Regression analysis. The research objectives were;

- i. To determine the level of commitment among employees in African Union - United Nations Hybrid Operational in Darfur, Sudan
- ii. To examine the level of employee performance in African Union - United Nations Hybrid Operational in Darfur, Sudan.
- iii. To establish the relationship between commitment and employee performance in African Union - United Nations Hybrid Operational in Darfur, Sudan

#### 4.1. Background information of the respondents

The descriptive statistics include cross-tabulations that were used to show the demographic characteristics. These were followed by the t-tests and Anova to show whether the differences between samples were significant. The result from the cross-tabulations are presented below.

**Table 4.1.1: Showing Gender of Respondents.**

Item	Description	Frequency	Percentage (%)
Sex	Male	120	64.5
	Female	66	35.5
	N=	186	100.0

**Source: Primary Data, 2016**

Table 4.1.1 above indicates the gender of respondents where majority of them were male with a dominance of (64.5%) compared to their counterparts the female with (35.5%). Therefore, this implied that the African Union - United Nations Hybrid Operations in Darfur employees are more of men than women.

**Results from interviews:** Interviewing the personnel managers, they pointed out that, "Darfur being a war zone, most women do not work in such environments, and yet men do not find it easy to work in the Mission/Operation." He added that United Nations being an international organisation, men are interested in taking up cross board assignments.



**Table 4.1.2: Showing the Age of Respondents.**

Item	Description	Frequency	Percentage (%)
Age group	25-29years	13	6.9%
	30-34 years	41	22.0
	35-39 years	60	32.2
	40-44 years	28	15.0
	45-50 years	33	17.7
	51 years and above	11	5.9
	N=	186	100.0

**Source: Primary Data, 2016.**

Table 4.1.2 above indicates that majority of the responds were between the age of 35-40 years with 32.2%; and the remainder of respondents were between 30-35 with 22.0%, 45-50 with 17.7%, 40-45 with 15.0%, 25-30 with 6.9% and respondents over 50 years with 5.9%. This implies that majority of the respondents in the African Union - United Nations Hybrid Operation in Darfur are matured in regards to age.

### **Interview results**

Results from the interview interaction with the personnel managers noted that the reason why most of their employees are middle aged is because they prefer working with people with enough work experience and concentration on the job. During interview with personnel manager, he mentioned that, "...mature employees are more reliable to work with in war zones than young people. "

**Table 4.1.3: Showing Education Level.**

Item	Description	Frequency	Percentage (%)
Education Level	Certificate		
	Diploma	27	14.5
	Degree	70	37.6
	Masters	84	45.1
	PHD	5	2.7
	N=	186	100.0

**Source: Primary Data, 2016.**

Table 4.1.3 above indicates that majority of respondents were masters holders with 45.1%, bachelor’s degree with 37.6%, diploma with 14.5%, PhD with 2.7% and no certificate holder. The finding shows that majority of the employees in the United Nation hybrid operations are educated at higher level and non was a certificate holder. It also indicates that most of the employees are graduates from Universities.

**Results from interviews:** Interviewing the personnel managers, they pointed out that, “The United Nations Hybrid Operation policy on education, encourage employee to study and this allows many to upgrade, contributing to highly educated employee.

**Table 4.1.4 Showing Job Position and Marital Status of Respondents.**

Item	Description	Frequency	Percentage (%)
Job position	Operational staff	85	45.7
	Field staff	94	50.5
	Manager	7	5.9
		186	3.8
		N	100.0

**Source: Primary Data, 2016.**

The above findings indicate that majority of the respondents were field staff with 50.5%, operational staff with 45.7% and managers with 5.9%. This implies that most of the employees of the African Union - United Nations Hybrid Operation are field staff who visit different communities to provide humanitarian services.

**Results from the interview**

Results from the interview interactions: The personnel manager mentioned that they employ more of the field officers because the work in a war zone where there is a lot of humanitarian assistance needed by the local people, so field help in service delivery. He

also added that the field officers work alongside the operational staff who ensure that the aims of the United Nations Hybrid Operation are achieved.

**Table 4.1.5: Showing working experience.**

<b>Item</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Education Level	1-3 years	15	8.06
	3-5years	62	33.3
	5-7 years	73	39.2
	7-9 years	36	19.4
		N	
	N=	186	100.0

**Source: Primary Data 2016.**

The above table 4.1.5 indicates that majority of the respondents had worked for 5-7 years with 39.2%, while those who have worked between 3-5 are 33.3%, 7-9 years with 19.4% and 1-3 years with 8.06%. This implies that majority of the respondents had served the African Union - United Nations Hybrid Operation in Darfur for a long period time which contributes to their sufficient working experience.

### **Results from the interview**

Results from the interview interactions: the personnel manager mentioned that due to the retention strategy, the Hybrid Mission/Operation has employees serving for long periods of time. He added that "there is very low turnover of employee which justifies their working experience. The personnel manager, noted that since the initiation of the African Union - United Nation Hybrid Operation in 2007 in Darfur, few employees have left but majority are still serving.

### **4.2 Level of Employee commitment**

The intervening variable in this study was employee commitment and the researcher wanted to determine its level. Employee commitment was operationalised in terms of affective commitment, continuous commitment, normative and rational commitment. Each question under each construct was based on the five-Likert scale and respondents were asked to rate the extent of each employee commitment.

**Table 4. 2: Descriptive statistics on employee performance**

<b>Commitment</b>	<b>Mean</b>	<b>Std</b>	<b>Interpretation</b>
<b>Affective commitment</b>			
I would be happy to spend the rest of my career with the organization.	3.21	.995	high
I feel emotionally attached to this organization	3.04	1.12	moderate
I am proud of my organization.	2.82	.953	moderate
I really feel as if these organization problems are my own.	2.72	1.02	moderate
I feel like part of the family in my organization	2.57	1.35	low
This organization has a great deal of man power.	2.36	1.09	low
<b>Average mean</b>	<b>2.77</b>	<b>.589</b>	<b>Moderate</b>
<b>Continuance commitment</b>			
Too much in my life would be disturbed if, I decided to leave this organization	3.34	1.15	High
I feel that there are too few options to consider leaving this organization	3.03	1.14	moderate
I don't feel sense of belonging to my organization.	2.90	.883	moderate
If I am offered a job in another organization with a slight increase in pay, I would definitely change my job	2.78	1.22	moderate
It would be too costly for me to leave this organization	2.72	.961	moderate
Even if this organization went down financially I will still be reluctant to change to another organization.	2.36	.960	low
<b>Average mean</b>	<b>2.86</b>	<b>.606</b>	moderate
<b>Normative commitment</b>			
Jumping from organization to another does not seem ethical to me	2.96	1.15	<b>Moderate</b>
It would be very hard for me to leave this organization if I want	2.62	1.13	<b>moderate</b>
If I got a better offer elsewhere, I would not feel it right to leave my organization.	2.48	1.02	<b>low</b>

<b>Commitment</b>	<b>Mean</b>	<b>Std</b>	<b>Interpretation</b>
<b>Affective commitment</b>			
I would be happy to spend the rest of my career with the organization.	3.21	.995	high
I feel emotionally attached to this organization	3.04	1.12	moderate
I am proud of my organization.	2.82	.953	moderate
I really feel as if these organization problems are my own.	2.72	1.02	moderate
I feel like part of the family in my organization	2.57	1.35	low
This organization has a great deal of man power.	2.36	1.09	low
I believe in remaining loyal to an organization	2.42	1.02	<b>low</b>
<b>Average mean</b>	<b>2.62</b>	<b>.791</b>	<b>Moderate</b>
<b>Rational commitment</b>			
My remuneration satisfies my financial desires	3.10	1.16	<b>Moderate</b>
I get my salary on time	3.02	1.12	<b>Moderate</b>
This organization caters for my welfare	2.95	1.12	<b>Moderate</b>
This organization has developed my career	2.82	1.10	<b>Moderate</b>
This organization rewards my efforts	2.59	1.04	<b>low</b>
<b>Average mean</b>	<b>2.89</b>	<b>.722</b>	<b>Moderate</b>
<b>Overall mean</b>	<b>2.79</b>	<b>.400</b>	<b>Moderate</b>

**Source: Primary data, 2016**

Results in Table 4.2 show that the level of employee commitment in United Nations Hybrid Operation in Darfur, Sudan is generally moderate, and this is indicated by the overall mean (mean=2.79). All the items on employee commitment were measured on a 5-point scale and commitment was divided into four constructs namely:-

Affective commitment– This variable was measured by 5 items. Respondents were asked whether they agreed with the statements under investigation and responses revealed that Affective commitment was moderate (mean = 2.77).

Continuance commitment–still 5 items measured this variable and respondents were asked whether they agreed with the statements therein, and responses indicated that Continuance commitment was moderate (mean =2.86).

Regarding Normative commitment, this was measured with four items, and all the four items were rated moderate and on average Normative commitment was rated moderate (mean=2.62).

Concerning Rational commitment– in this construct, the findings indicated that rational commitment was rated moderate with mean (mean=2.89). The findings implied that majority of the respondents were under rational commitment which indicated that they were commitment to their Mission/Operation is due to cost attached, for example the money they earn from the UN or the allowance and other financial benefits. Interview results revealed that most of the respondents mentioned that of the four types of commitment which includes, Rational, Affective, Continuance and Normative commitment, majority noted that they were committed to work due to rational commitment.

On Rational commitment which involves commitment due to cost attachment or financial gains, the respondents noted that “we are highly motivated to work because the organisation pay on time and it is a fair pay in relationship to the work they do”. They also noted that they are committed to their work due to cost implications attached on looking for a new job.

### 4.3 Employee performance at UNAMID

The dependent variable in this study employee performance, this variable was broken into four constructs (quality of work, timeliness, efficiency and effectiveness) for which respondents were required to ascertain the extent to which they agreed or disagreed with the items or statement by indicating the number which best described their perceptions. This variable was measured using qualitative questions with response rate ranging (1) Strongly Agree; (2) Agree; (3) Not sure (4) Disagree; (5) Strongly Disagree. Responses were analysed and described using means as summarized below in table 4.3.

**Table 4. 3: Descriptive statistics on employee performance**

Items on employee performance	Mean	Std	Interpretation
<b>Quality of work</b>			
Employees usually complete the assigned duties and responsibilities as stipulated on the job description.	2.67	1.23	<b>Moderate</b>
Employee's performance is limited by the use of poor communication means.	2.54	1.12	Low
Employees have speed in performing of their duties.	2.49	1.17	Low
In this UN mission, employees maintain very high standards in performance.	2.32	1.15	Low
<b>Average mean</b>	<b>2.51</b>	<b>.739</b>	<b>low</b>
<b>Timeliness of work</b>			
Employee performance is measured according to the time used to accomplish an activity.	2.49	.898	<b>Low</b>
Employees complete assigned duties at the time when they are required by their supervisor.	2.49	1.17	<b>Low</b>
Supervisor always give adequate time to employee to accomplish tasks as assigned.	2.48	1.21	<b>Low</b>
Employees report to work on time as stipulated in the staff rules and regulations.	2.17	1.12	<b>Low</b>
<b>Average mean</b>	<b>2.41</b>	<b>.751</b>	<b>Low</b>
<b>Effectiveness of work</b>			
Performance is measured in terms of the resources used in getting the work done.	2.49	1.12	<b>Low</b>

Items on employee performance	Mean	Std	Interpretation
<b>Quality of work</b>			
Employees usually complete the assigned duties and responsibilities as stipulated on the job description.	2.67	1.23	<b>Moderate</b>
Employee's performance is limited by the use of poor communication means.	2.54	1.12	Low
Employees have speed in performing of their duties.	2.49	1.17	Low
In this UN mission, employees maintain very high standards in performance.	2.32	1.15	Low
When performing duties, employees are always conscious of the cost involved.	2.38	1.18	<b>Low</b>
Employees minimize errors when performing their duties.	2.29	1.26	<b>Low</b>
<b>Average mean</b>	<b>2.39</b>	<b>.785</b>	<b>Low</b>
<b>Overall mean</b>	<b>2.44</b>	<b>.511</b>	<b>Low</b>

**N = 186 Sources: Primary Data, 2016.**

The findings from table 4.3 above shows that performance is low at the African Union - United Nations Hybrid Operation in Darfur. This implied that employee performance in terms of quality of work, effectiveness and timeliness and quality of work is low with a grand (mean= 2.44). Quality of work of work with (average mean=2.51), timeliness with average mean (mean =2.41) and effectiveness with average mean (mean =2.39).This implies that the performance of employees in United Nations Hybrid is generally as evidenced the table above.

The quantitative findings were similar with qualitative as revealed from the interviews where majority of the respondents agreed that performance is moderate at work. They added that they have too much work to be done which affects their effective performance and quality of work. The employees mentioned that timely delivery of services also affect them to perform adequately.



**Table 4.4: Relationship between commitment and employee performance**

Variables correlated		Commitment	Employee performance	Interpretation	Decision on Ho
Commitment	Pearson Correlation	1	.703**	Significant correlation	Rejected
	Sig. (2-tailed)		.000		
	N	186	186		
Employee Performance	Pearson Correlation	.703**	1	Significant correlation	Rejected
	Sig. (2-tailed)	.000			
	N	186	186		

**Source: Primary Data, 2016**

Results in table 4.4 revealed that there was a positive significant relationship between commitment and employee performance with ( $r=.703$ ,  $p<0.01$ ). This implies that null hypothesis which stated that there was no relationship between commitment and employee performance was rejected. The finding also indicates that commitment and greatly affects employee's performance.

**Table 4.5: Regression Analysis between the independent and dependent Variables**

<b>Variables regressed</b>	<b>Adjusted r<sup>2</sup></b>	<b>F-value</b>	<b>Sig.</b>	<b>Interpretation</b>	<b>Decision on H<sub>0</sub></b>
commitment Vs Employee performance	.656	18.633	.000	Significant influence	Rejected
<b>Coefficients</b>	<b>Beta</b>	<b>t-value</b>	<b>Sig.</b>		
(Constant)	1.731	6.851	.000	Significant effect	Rejected
Affective	.498	5.673	.001	Significant effect	Rejected
Continuance commitment	.422	6.289	.000	Significant effect	Rejected
Normative commitment	.248	1.809	.004	Significant effect	Rejected
Rational commitment	.159	2.253	.031	Insignificant effect	Accepted

**Source: Primary data, 2016**

**Dependent variable: performance**

Results in table: 4.5 above revealed that commitment has a significant effect on employee performance at (Adjusted R Square = .656). This implies that the null hypothesis is rejected. The regression model was significant as noted from the level of significance (Sig. <.01). The findings indicates that affective commitment had significant effect on employee performance with (Beta=.498). Continuance commitment also had significant influence on employee performance with (Beta=.422), Normative commitment also had significant influence with (Beta=.248) and Rational commitment had insignificant influence on employee performance with (Beta=.159).

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0. Introduction**

This chapter discusses the findings in chapter four in relation to the objectives of the study. It is subdivided into four sections. The first section presents the discussion in relationship between variables and the levels of the variables. The second section presents the conclusion. The third section presents the recommendations. The fourth section presents and suggests areas for further study. The Objectives of the study were; -

- To determine the level of commitment among employees in the African Union - United Nations Hybrid Operation in Darfur, Sudan.
- Examine the level of employee performance in the African Union - United Nations Hybrid Operation in Darfur, Sudan.
- To establish the relationship between e commitment and employee performance in the African Union - United Nations Hybrid Operation in Darfur, Sudan.

#### **5.1 Summary of the findings**

##### **5.1.2. The level of employee commitment**

The findings revealed that majority of the respondents had moderate levels of employee commitment with overall mean (mean=2.79). According to the mean score, it was revealed that employee commitment in terms of affective, continuance, normative and rational were all rated moderate. The findings implied that majority of the employee are not highly committed at work. Armstrong (2006) concur with the findings that highly committed employees are likely to perform their work effectively. Mayer Allen, (2007) also concur with the findings that highly committed employee perform above the job expectations and

are willing to serve the organization to their best. He adds that committed employees participate in all organizational activities than uncommitted ones. Gibson (2006) also adds that organizations achieve employee commitment through training, employee involvement and information sharing, job security, salary increments and promotions.

### **5.1.3. Level of employee performance**

The findings indicated that majority of the employees had low levels of employee performance with overall mean (mean=2.44). This implied that most respondents' levels of performance are rated low. The findings also revealed that there was low levels of employee performance in aspects of quality of work, timeliness and effectiveness. Armstrong, (2006) concur with the findings that employees performance is a major challenge in many organisations. He added that many organisations are forced to close down due to low performance of employees. Chahal and Mehta (2010), also concur with the finding that moderate employee performance has a major impact on organisational performance. He added that Organisations must adopt all work place strategies that aim at ensuring employee performance. He also noted that most employees do not work beyond a call of duty. Bollino (2010) also noted that some organisational policies do not favour performance such as unconducive work environment, poor leadership, job insecurity and lack recognition at work.

### **5.1.5. Relationship between employee commitment and employee performance**

The objective of the study was to establish the relationship between commitment and employee performance ( $r = .703^{**}$ ,  $p < .01$ ). The findings from the regression model explained that there was influence of commitment on employee performance. The findings indicated that the more employees are committed, the more their performance goes high and vice versa. The findings also implies that

the null hypothesis was rejected which stated that there is no significant relationship between commitment and employee performance. Ahmed (2010) also concur with the findings that commitment greatly influences employee performance.

The findings revealed that commitment in terms of continuance, normative and affective has a positive influence on employee performance with (R Square = .656). The findings implied that the increase in employee commitment at work may lead to increase in employee performance. Mayer and Allen (2007) also disagree with the findings that the employee commitment negatively influences performance. They added that committed employees contribute to easy achievement of organization performance.

## **5.2. Conclusion**

From the findings and the corresponding discussions, the study drew the following conclusions.

The objective of the study was examining the level of employee commitment in the African Union - United Nations Hybrid Operations in Darfur, Sudan. The findings reviewed that employee commitment was moderate in the United Nations Hybrid Operations. All aspects of employee commitment were moderate - affective, continuance, normative and rational.

The second objective of the study was ascertaining the level of employee performance in the African Union - United Nations Hybrid Operations in Darfur, Sudan. The findings revealed that all aspects of employee performance were rated low ; those are quality of work, timeliness and effectiveness.

The third objective was to establish the relationship between commitment and employee performance. The findings revealed that employee commitment had a

positive correlation with employee performance. The findings indicate that the null hypothesis was rejected. The findings showed that all aspects of employee commitment (affective, continuance, normative and rational) had positive influence on employee performance.

### **5.3. Recommendations**

After the presentation and discussion of findings, plus the conclusions derived there from, the study ends with making recommendations and suggestions for further studies. The recommendations were based on the objectives of the study.

To enhance employee commitment, the African Union - United Nations Hybrid Operation should ensure that employees are working in safe and conducive work environment, under effective work supervision, given adequate training, promote job rotation; management should also appreciate the efforts of employees and cater for their welfare. The African Union - United Nations Hybrid Operation motivate their employees through empowerment such as delegation, to gain the confidence of initiating actions and make things happen.

The human resource and staff welfare managers should ensure that welfare services are provided to employees to enhance their commitment and work. Welfare services such as better housing, training/education, ease of transportation, proper medical services and canteen services should be provided to all employees at all levels to boost their commitment at work. Employees should also be provided with resource that can enable their work effectively for example coaches, mentors, process flow sessions, continuous power supply and steady broadband internet services among others.

To promote employee performance in the African Union - United Nations Hybrid Operation in Darfur, employees should be provide with on-the-job training to

enhance their attitude towards work. The training will equip them with knowledge on time management, customer care, communication skills, professionalism, and integrity and performance management.

#### **5.4 Limitation of the Study**

The following anticipated threat to validity with relevance to this study is as follows:

1. Dishonesty. This was common on the side of the respondents concerning certain questions despite the request for honesty by the researcher. This was controlled through close supervision by the researcher.
2. The researcher was faced with a challenge of limited funds to facilitate the research which caused some delays. However this was overcome by getting external assistance from employer, family and friends.
3. The researcher being employed and a student at the time was challenged with lack of enough time to finish his work on time. This was controlled through giving more time to the research report than other activities.

#### **5.5 Areas for further studies**

The findings on employee commitment indicated that employee commitment moderate influence on employee performance in the African Union - United Nations Hybrid Operation in Darfur, Sudan. Thus, this finding could be used as a basis for further research to investigate more on the other factors other than employee commitment that influences employee performance.

Further research shall be conducted on the relationship between working environment and employee performance in public sector or enterprises.

## REFERENCES

- Adams, J.S. (1965). Inequity in Social Exchange. *Advanced Social Psychology. Journal Applied Psychology* 62:335-343.
- Adriana .W. B ;( 2008). Measurement of Employee Commitment strategies within an Auditing Environment. Unpublished Article Faculty of Management Sciences Tshwane University of Technology, 56-97
- Adler. S (2008). Working Smarter and harder a Longitudinal study of Management Success. *Administration Science Quarter*, 65(2) 182-206.
- African Development Bank: African Development Report 1998 p.16
- Airtel Uganda, (2012). Annual Report on Company Performance
- Arvey, R. D., Bouchard, T. J., Segal, N. L., & Abraham, L. M. (2002). Job Satisfaction: Environmental and Genetic Components. *Journal of Applied Psychology*, 74(2), 187-192.
- Ahmad, Z. B. (2006). Job Attitudes as a determinant of Organizational Citizenship behaviours: A study among Academic staff in Kuching Polytechnic, Sarawak. Unpublished Master's Thesis, University Utara Malaysia, 123-155.
- Allen, N. and Meyer, J.( 1990). 'The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization', *Journal of Occupational Psychology*, 63: 1–18. Angle, H.
- Amin, M. E. (2005). *Social Science Research: Conception, Methodology and Analysis*.Kampala: Makerere University Printery, 67-80.
- Armstrong, M. (2006). *Performance Management: Key strategies and Practical guideline*, London, Kogan Kage LTD, 256-320.
- Bateman, T. S., and Organ, D. W. (2006). Job satisfaction and the Good Soldier: The relationship between affect and Employee "Citizenship." *Academy of Management Journal*, 26(4), 587-595.
- Begumisa (2010) Perceived Trust, Customer Retention and Organizational Citizenship Behaviour among Exporters in East Africa, 34-57.
- Best, J.W. and Kahn, J.V. (1993). *Research in Education* (7<sup>th</sup> ed.), N.J. Prentice-Hall, 96-243



- Blau, Peter (1964) Exchange and Power in Social Life .New York Wiley,211-256.
- Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What's a "Good Soldier" to do? *Journal of Organizational Behaviour*, 31, 835-855.
- Boyatzis .F. (2010) The Competent and Commitment Manager. Model for effective Performance New York, 320-345.
- Bowling, N.A. (2007). Is the Job Satisfaction-Job Performance Relationship Spurious: A Meta-Analytic Examination. *Journal of Vocational Behavior*, 71, 167-18.
- Brooks .R. Gordon and Wallance (2009) A discursive examination of the nature determinants and impact of organizational commitment .*Journal of Human Resource* .Vol.44 pg 222 -239.
- Cetin, M. O. (2011) The relationship between Job Satisfaction, Occupational andOrganizational Commitment of academics, *The Journal of American Academy ofBusiness*, 8 (1), p. 78 – 88.
- Chen. B (2006) "Job Satisfaction, Organization Commitment and Flight attendants Teamwork Intentions. *Journal of Air Transport Management*, 271-276.
- Chew. J. and Chan, C. C. A. (2008) Human Resource Practices, Organizational Commitment and Intention to Stay. *International Journal of Manpower*, 29 (6), p.503-522.
- Chibowa. J (2011). The relationship between Job Satisfaction and OCB dimensions among Administrative Employees. Published *Journal of Management Science*,161-180.
- Chahal, H. and Mehta, C. (2010). Antecedents and consequences of Organizational Citizenship Behavior (OCB): A Conceptual Framework in reference to Heath Care sector. *Journal of Services Research*, 89-198.
- Creswell, J. W. (2002). *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. Columbus, OH: Merrill Prentice Hall,109-245.

- Coetzee, M., Schreuder, A.M.G. and Tladinyane, R. (2007). 'Organizational Commitment and its Relation to Career Anchors', *Southern African Business Review*, 11(1): 65–86.
- Cohen, J. 1992. 'Quantitative methods in psychology: A power primer', *Psychological Bulletin*, 112(1): 153–159.
- Concha, Anton (2009). The impact of role Stress on Workers. Behaviour through Job Satisfaction and Organizational Commitment", *International, Spain*,67-78
- Cropanzano *et al.*, (2010). The analysis of Job Satisfaction and its impact on Employee Performance, *Journal of Management*, 145-282.
- Cronbach, L.J., 1994. *Research Design: Qualitative and Quantitative approaches*, Sage, London, 16,297-334.
- Dalal, S. R. (2005). A Meta-Analysis of the Relationship between Organization Citizenship Behavior and Counterproductive Work Behavior. *Journal of Applied Psychology*, Vol. 90, No. 6, 1241-1255.
- Dinah .J. K (2012) Organizational Commitment and Job Satisfaction in Higher Educational Institutions: *Journal of Management Science*, 40-135.
- Döckel, A., Basson, J.S. and Coetzee, M. (2006). 'The effect of Retention factors on Organizational Commitment: An investigation of high Technology Employees', *South African Journal of Human Resource Management*, 4(2): 20–28.
- Doob, B. (2013). Review of Multinational Telecommunication Corporation and their Performance. *International Journal of Business and Management*,23-45.
- Duffy, Ryan et al. (2012)"Perceiving a Calling, Living a Calling, and Job Satisfaction: Testing a Moderated, Multiple Mediator Model", *Journal, US*, January 245-265.
- Elstad, E. (2011). "Social Exchange Theory as an Explanation of Organizational Citizenship among Teachers". *International Journal of Leadership in Education: Theory and Practice*, 128-234.
- Etzioni, (2010). Multinational Trade and Performance. *International Journal of Trade and Theory*, 28 23-72.
- Gaertner,N (1989). Empowering and Employee Commitment. *Management Science Journal* 123-134.

- Ghazzawi, I. (2008). 'Job satisfaction antecedents and consequences: A new conceptual framework and Research Agenda', *Business Review*, 11(2): 1–10.
- Greenberg, J., and Baron, R.A (2003) *Behaviour in Organization: Understanding and Managing the human side of Work*. Management Journal 176-189.
- Guest, P (2010) Career Mobility and Organization Commitment." *Administrative Science Quarter* Vol. 20 pp 488-503.
- Gunlu, E., Aksarayii, M and Percin N.S (2009). Job satisfaction and Organizational Commitment in Human Service Organization." *Administrative Science Quarterly*, 44 (1), 180-190
- Halbesleben, J.R.B, Bowler, W.M., Bolino, M.C., and Turnley, W.H. (2010). Organizational Concern, Prosocial values, or impression Management? How Supervisors attribute motives to Organizational Citizenship Behavior. *Journal of Applied Social Psychology*, 40, 1450-1489.
- Herzberg, Frederick; (1959). *The Motivation to Work* (2nd ed.). New York,357-482.
- Homans, George. C. (1960) . "Social Behaviour as Exchange". *American Journal of Sociology* 63(6).
- Iverson, R. D. and Buttigieg, D. M. (2009) Affective, Normative and continuance Commitment: Can the 'right kind' of Commitment be managed. *Journal of Management Studies*, 36 (3), p. 307-333.
- Johnson, P and Christensen,S. (2010). *Educational Research: Quantitative, Qualitative, and Mixed Approaches*. UK: SAGE, 23,98-181.
- Judge, T. A., Locke, E. A., and Durham, C. C. (1997). The Dispositional causes of Job Satisfaction: A core Evaluations Approach. *Research in Organizational Behavior*, 19, 151–188.
- Kalleberg, P (2010) Work Attitudes, Job Satisfaction and Commitment. *Journal of Management Science USA*, 10, 133–151.
- Kanter, R. M. (2010). Commitment and Social Organization: A study of Commitment Mechanisms in Utopian Communities. *American Sociological Review*, 33, 499.
- Kikwaya, O (2010), Relationship between Commitment, Empowerment and OCB among Exports in East Africa Unpublished Dissertation MaK 16-25.

- Krejcie, R. V., and Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.
- Kwantes, P. (2007) Organizational Commitment, Intellectual Capital and Organizational Competitiveness. *South Asia Journal of Management*, 78-156.
- Locke, E. A. (1995) The nature and causes of Job Satisfaction. In M. D. Dunnette(Ed.), *Handbook of Industrial and Organizational Psychology*. Chicago: RandMcNally,56-128.
- Lumley, E. (2010). Exploring the relationship between Career Anchors, Job Satisfaction and Organizational Commitment. Unpublished Master's Dissertation, Department of Industrial and Organizational Psychology, University of South Africa, Pretoria, 145-238.
- Lunkuse, H (2008) Distributive Justice and OCB in Public Service. Unpublished Dissertation MUBS, 25-35.
- Luthans, F. (1989) *Organisation Behaviour*. 8<sup>th</sup> Ed Boston Irwin Mc Graw-Hill, 146-232
- Luthans, F., McCaul, H.S (1985) Organizational Commitment. A Comparison of America, Japanese and Korean Employee .*The Academic of Mgt Journal*, 213-219.
- Luthans, F. (1998) *Organizational Behavior* 8<sup>th</sup> Edition Boston Irwin Mc Graw-Hill, 89-127.
- Malhotra, N., Budhwar, P. & Prowse, P. (2007) Linking Rewards to Commitment: an empirical investigation of four UK call centers. *The International Journal of Human Resource Management*, 18 (12), p.2095 – 2128
- Martins, N. and Coetzee, M. (2007). 'Organizational Culture, Employee Satisfaction, Perceived Leader Emotional Competency and Personality type: An Exploratory Study in a South Asia, 163-178.
- Martins, A. (2008). 'Perceptions of Organizational Commitment, job Satisfaction and Turnover Intentions in a post-merger South African Tertiary Institution', *South African Journal of Industrial Psychology*, 34(1): 23–31.
- Mathieu, J. and Zajac, D. (1990). A Review and Meta-Analysis of the Antecedents, Correlates and consequences of Organizational Commitment, *Psychological Bulletin*, 108(2): 171–194.

- Metle, M. (2010). Age-Related differences in Work Attitudes and Behavior among Kuwaiti Women Employees in the Public Sector, 33, 74.
- Meyer, J. and Allen, N. (2007). 'A three component Conceptualization of Organizational Commitment', *Human Resource Management Review*, 1: 61–89.
- Meyer, J. and Allen, N. (1997). *Commitment in the Workplace: Theory, Research and Application*. London: Sage.
- Meyer, J., Allen, N. and Smith, C. (1993). 'Commitment to Organizations and Occupations: Extension and test of a three-component Conceptualization', *Journal of Applied Psychology*, 78(4): 538–551.
- Meyer, J. P., Srinivas, E. S., Lal, J. B., and Topolnytsky, L. (2007). Employee Commitment and Support for an Organizational Change: Test of the three-component model in two cultures. *Journal of Occupational and Organizational Psychology*, 80(2), 185-21.
- Meyer, J. P. and Smith, C. A. (2000) HRM practices and Organizational Commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17(4), p.319–31.
- Meyer, J. P., Stanley, D. J., Herscovitch, L. and Topolnytsky, L. (2002) Affective, Continuance and Normative Commitment to the Organization: A meta-analysis of Antecedents, correlates and consequences. *Journal of Vocational Behavior*, 61, 56-96.
- Morrison, R. (2008). 'Negative relationships in the Workplace: Associations with Organizational Commitment, Cohesion, Job Satisfaction and Intention Turnover', *Journal of Management and Organization*, 14: 330–344.
- Mottaz, C. J. (2012) An analysis of the relationship between Work Satisfaction and Organizational Commitment. *The Sociological Quarterly*, 28 (4), p. 541-558.
- Mowday, R., Steers, R. and Porter, L. (2005). 'The measurement of Organizational Commitment', *Journal of Vocational Behaviour*, 14: 224–247.
- Mowday, R., Porter, L., and Steers, R. (2006). *Employee Organization Linkages*. New York: Academic Press, 18,256-261.

---

Mowday, R.T., Porter, W.L. and Dubin, R. (2011). 'Unit Performance, Situational factors and Employee Attitudes in spatially separated Work Units', *Organizational Behaviour and Human Performance*, 12: 231–248.

## APPENDIX I

### QUESTIONNAIRE

#### COMMITMENT AND EMPLOYEE PERFORMANCE IN THE UNITED NATIONS MISSION IN DARFUR SUDAN

Please kindly spare some of your valuable time and respond to the following questions. The questionnaire items are about a study on commitment and employee performance. The researcher has purposely selected you to participate in this study because you work in United Nations Mission. Results of this study will confidentially be treated and only used for academic purposes. Your participation is voluntary, and indeed your name may not be required.

#### THANK YOU

#### SECTION A: BACKGROUND INFORMATION

1. Job title  
(1) Operational Staff (2) Supervisor (3) Manager
2. How long have you worked in this position (Job)?  
(1) 1-3 year (2) 3-5 years (3) 5-7 years (4) Over 10 years
3. What is your highest level of Education? (*Please tick the highest*)  
(1) Certificate (2) diploma (3) degree (4) masters (5) PhD
4. What is your age range?  
(1) 25-29 (2) 30-34 (3) 35-39 (4) 40-44 (5) 45-49 (6) Over 50 years
5. Your sex  
(1) Female (2) Male

**In this section please respond by ticking the appropriate response that responds with:**

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
5	4	3	2	1

## EMPLOYEE COMMITMENT

<b>Affective</b>						
1.	I feel like part of the family in my organization	5	4	3	2	1
2.	I feel emotionally attached to this organization	5	4	3	2	1
3.	I really feel as if these organization problems are my own.	5	4	3	2	1
4.	I would be happy to spend the rest of my career with the organization.	5	4	3	2	1
5.	I am proud of my organization.	5	4	3	2	1
6.	This organization has a great deal of man power.	5	4	3	2	1
<b>Continuance commitment</b>						
7.	I don't feel sense of belonging to my organization.	5	4	3	2	1
8.	Even if this organization went down financially I will still be reluctant to change to another organization.	5	4	3	2	1
9.	It would be too costly for me to leave this organization	5	4	3	2	1
10	If I am offered a job in another organization with a slight increase in pay , I would definitely change my job	5	4	3	2	1
11	Too much in my life would be disturbed if, I decided to leave this organization.	5	4	3	2	1
12	I feel that there are too few options to consider leaving this organization.	5	4	3	2	1
<b>Normative commitment</b>						
13	Jumping from organization to another does not seem ethical to me.	5	4	3	4	5
14	It would be very hard for me to leave this organization if I want.	5	4	3	4	5
15	I believe in remaining loyal to an organization.	5	4	3	4	5
16	If I got a better offer elsewhere, I would not feel it right to leave my organization.	5	4	3	4	5
<b>Rational commitment</b>						
18	This organization rewards my efforts	5	4	3	4	5
19	This organization has developed my career	5	4	3	4	5
20	My remuneration satisfies my financial desires	5	4	3	4	5
21	This organization caters for my welfare	5	4	3	4	5
22	I get my salary on time	5	4	3	4	5



## SECTION D: Employee Performance

Kindly respond to the following options objectives

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
1	2	3	4	5

NO.	QUALITY OF WORK	5	4	3	2	1
1	In this organization, employees maintain very high standards in performance.	5	4	3	2	1
2	Employees have speed in performing of their duties.	5	4	3	2	1
3	Employees usually complete the assigned duties and responsibilities as stipulated on the job description.	5	4	3	2	1
4	Employee's performance is limited by the use of inappropriate type of training.	5	4	3	2	1
5	Employees constantly look for ways to improve our products and services in this organization.	5	4	3	2	1

1

1NO.	TIMELINESS OF WORK	5	4	3	4	5
1	Employee performance is measured according to the time used to accomplish an activity.	5	4	3	4	5
2	Employees report to work on time as stipulated in the staff rules and regulations.	5	4	3	4	5
3	Employees complete assigned duties at the time when they are required by their supervisor.	5	4	3	4	5
4	Supervisor always give adequate time to employee to accomplish tasks as assigned.	5	4	3	4	5

5	Employees respond to the requests of the clients on time	5	4	3	2	1
---	--	---	---	---	---	---

NO.	<b>EFFECTIVENESS OF WORK</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	Performance is measured in terms of the resources used in getting the work done.	5	4	3	2	1
2.	When performing duties, employees are always conscious of the cost involved.	5	4	3	2	1
3.	Employees minimize errors when performing their duties.	5	4	3	2	1

*Thanks for Your Corporation and Precious Time*

## **APPENDIX II**

### **INTERVIEW GUIDE**

1. How long have you worked in this Hybrid Operation in Darfur?
2. Describe the nature of work that you do
3. Are you committed at work?
4. What makes you committed at work?
5. Does motivation at work enhance your committed?
6. Suggests strategies to improve employee at work
7. Do you give extra time at work?

### APPENDIX III

#### TABLE DETERMINING SAMPLE SIZE

Morgan & Krejcie (1970) Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S
10	10	15	14	20	19	25	24
30	28	35	32	40	36	45	40
160	113	170	118	180	123	190	127
200	132	210	136	220	140	230	144
240	148	250	152	260	155	270	159
280	162	290	165	300	169	320	175
340	181	360	186	380	191	400	196
420	201	440	205	460	210	480	214
500	217	550	226	600	234	650	242
700	248	750	254	800	260	850	265
900	269	950	274	1,000	278	1,100	285
1,200	291	1,300	297	1,400	302	1,500	306
1,600	310	1,700	313	1,800	317	1,900	320
2,000	322	2,200	327	2,400	331	2,600	335
2,800	338	3,000	341	3,500	346	4,000	351
4,500	354	5,000	357	6,000	361	7,000	364
8,000	367	9,000	368	10,000	370	15,000	375
20,000	377	30,000	379	40,000	380	50,000	381
75,000	382	1,000,000	384				



HD587  
D962  
2016