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**ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**EFFECT OF EMPLOYEE COMMITMENT ON
ORGANIZATIONAL PERFORMANCE AT AFGHANISTAN
INTERNATIONAL BANK (AIB)**

MASTER'S THESIS

Abdul Baset AYOUBI

**Department of Business
Business Administration Program**

AUGUST, 2023

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AUGUST, 2023

ONAY FORMU



DECLARATION

I, Abdul Baset AYOUBI, a candidate for the degree of master thesis at Istanbul Aydin university, hereby declare that this thesis, entitled "Effect of employee commitment on organization performance at (AIB)," is the result of my original research work, unless otherwise indicated. All sources of information used, whether quoted directly or paraphrased, have been appropriately cited and referenced.



Abdul Baset AYOUBI

FOREWORD

I would like to begin by expressing my heartfelt appreciation to my family for their unwavering support and encouragement throughout the duration of this study. Their invaluable presence has been a constant source of motivation for me.

I am deeply grateful to my supervisor, Dr. Tayfun TUNCAY TOSUN, for their invaluable contributions to this research. Their guidance, expertise, and insightful feedback have played a pivotal role in shaping the outcome of this study.

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EFFECT OF EMPLOYEE COMMITMENT ON ORGANIZATIONAL PERFORMANCE AT AFGHANISTAN INTERNATIONAL BANK (AIB)

ABSTRACT

This study was conducted to assess the effect of employee commitment on the performance of the Afghanistan international Bank. This study examined three categories of commitment: affective commitment, continuation commitment, and normative commitment. The relationships between these types of commitment and organizational performance were the primary focus of the study's objectives. The purpose of this investigation was to assess the impact of employee commitment on Afghanistan International Bank's (AIB) operational effectiveness. A survey of 250 (AIB) workers from different departments and levels of the company's hierarchy was done using a quantitative research method. The research investigation will prioritize the identification of the appropriate sample size, target population, selection methodology, and data collection instruments to guarantee the credibility and dependability of the findings. The process of data analysis encompassed several types of methodologies, such as factor analysis to uncover the latent factors that underlie the observed correlations among variables, correlation analysis to ascertain the associations between the variables under investigation, and regression analysis to achieve the study's objectives by evaluating the effects between variables. Conclusions Draw a Statistically Significant Link among the Affective Commitment, Continuity, and Normative Commitment impact of 59.3%, 63.9%, and 70.4%, respectively on the performance of employees at the International Bank of Afghanistan.

Keywords: International bank of Afghanistan (AIB), Employee commitment, Organization performance, Productivity, profitability

AFGANİSTAN ULUSLARARASI BANKASI'NDA (AIB) ÇALIŞAN BAĞLILIĞININ ORGANİZASYONEL PERFORMANSA ETKİSİ.

ÖZET

Bu çalışma, çalışan bağlılığının Afganistan uluslararası Bankasının performansı üzerindeki etkisini değerlendirmek için yapılmıştır. Bu çalışma üç bağlılık kategorisini incelemiştir: duygusal bağlılık, devam bağlılığı ve normatif bağlılık. Bu bağlılık türleri ile örgütsel performans arasındaki ilişkiler, çalışmanın hedeflerinin birincil odak noktasıydı. Bu araştırmanın amacı, çalışan bağlılığının Afganistan Uluslararası Bankası'nın (AIB) operasyonel etkinliği üzerindeki etkisini değerlendirmektir. Nicel araştırma yöntemi kullanılarak şirket hiyerarşisinin farklı bölümlerinden ve düzeylerinden 250 (AIB) çalışanıyla anket yapıldı. Araştırma, bulguların güvenilirliğini garanti etmek için uygun örneklem büyüklüğünün, hedef popülasyonun, seçim metodolojisinin ve veri toplama araçlarının tanımlanmasına öncelik vermektedir. Veri analizi süreci, değişkenler arasında gözlenen korelasyonların altında yatan gizli faktörleri ortaya çıkarmak için faktör analizi, araştırılan değişkenler arasındaki ilişkileri tespit etmek için korelasyon analizi ve değerlendirerek çalışmanın hedeflerine ulaşmak ve değişkenler arasındaki etkiler için regresyon analizi gibi çeşitli metodoloji türlerini kapsamaktadır. Sonuçlar Uluslararası Afganistan Bankası çalışanlarının performansı üzerinde sırasıyla 59.3, %63,9 ve %70,4'lük duygusal bağlılık, devamlılık ve normatif bağlılık etkisi arasında istatistiksel olarak anlamlı bir bağlantı kurmaktadır.

Anahtar Kelimeler: Uluslararası Afganistan Bankası (AIB), Çalışan bağlılığı, Organizasyon performansı, Verimlilik, karlılık

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ABBREVIATIONS

HR Human Resource

LFCs Licensed Finance Companies

OLS Ordinary Least Square

SLCs Specialized Leasing Companies

SPSS Statistical Package for Social Sciences

USA United States America

WERS Workplace Employee Relations Survey

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I. INTRODUCTION

Organizational success has been measured since ancient times (Brudan, 2009), and modern organizations and the rise of empirical management practices have made it easier for these activities to be used as management practices. Even though the public and private sectors need to do more with less (Dixit & Bhatti, 2018), there seems to be a global organizational performance problem (Ameeq & Hanif, 2019). This problem is common in developing, emerging, and industrialized countries, and it has made it more important to have good ways to judge how well groups are doing. Performance is done and given as a very important way to help them work at a certain level. In Europe, the first known organizational performance measurement model, called the Tableau de Bord, was made by process engineers in France in the 1930s. They were trying to improve production by learning more about how causes and effects work together (Tezza, Bornia, & Vey, 2010). States like the United States have created performance measures for their businesses, especially for the performance of the government sector, which is needed to make the tools for performance management.

Even though there isn't a lot of research on performance in developing countries—in the last 30 years, only 5% of empirical research came from developing countries and 95% came from developed countries—organizational performance management tools are being used more and more in developing countries, especially in Africa (Brudan, 2009). Tezza et al. (2010) say that environmental, personal, and organizational factors, as well as skill levels, motivation, role perceptions, and aptitudes, all have an effect on organizational success.

A. Background of the Study

Afghanistan is one of the countries, where companies, particularly banks, continue to function at a low standard. The success of the public institutions is still restricted, particularly when it comes to the provision of services, the fulfillment of operational deadlines, and the optimization of their financial resources. According to

Ogbe (2019), Afghanistan is one of the countries where it is extremely challenging for the government to carry out its responsibilities, particularly in terms of the provision of services. If you want to improve the way that public sector organizations work and the services that they deliver, it is essential to place the appropriate amount of emphasis on organizational performance.

Meyer and Allen (1991, 1997), and Lee and Chen (2019) all say that employees can show their commitment in different ways. Even though many of the models that have been made to explain these differences have a lot in common, there are also big gaps between them. For our purposes, we focus on the three-part approach that Meyer and Allen (1991, 1997) came up with. Who showed that staff commitment is real, long-lasting, and the norm? Affective commitment is the mental bond that makes a worker desire to stay with a company. This commitment happens when a person feels emotionally connected to the group, identifies with it, and gets more involved with it. Mathotaarachchi (2018) says that affective commitment is the emotional bond between an employee and the company. This is because they don't have any other options and don't get paid enough to leave the company. Continuance commitment is a person's decision to stay with a company because of the time and resources they have already put into it and the cost of switching jobs (Umoh, 2019).

Nehmeh (2019), Normative commitment is a measure of the extent to which employees believe they should remain at their company because quitting could be catastrophic. Similarly, the three-part organizational commitment model developed by Allen in 1997 has served as the primary foundation for organizational commitment. The model provides a clearer and more comprehensive picture of organizational dedication. It is comprised of three components: affective commitment, continuance commitment, and normative commitment (Noraazian & Khalip, 2016).

Globally, employee dedication is crucial. In today's highly competitive marketplace, every business encounter new obstacle when it comes to maintaining efficiency and cultivating a dedicated workforce. Dixit and Bhati (2016) in light of this, it is essential to comprehend what dedication entails and what outcomes are conceivable. Employees who arrive to work every day and perform their duties independently are no longer sufficient. In order to demonstrate their value, employees must now work collaboratively and think like enterprises. According to

Maugo (2017), a company's most valuable competitive advantage is its personnel. People management is an integral element of how a business operates. This is due to the fact that human resources and the organization itself are the same entity. Typically, a well-managed business views the regular employee as the primary source of productivity gains (Dost & Ahmed, 2017). These companies believe that their employees, rather than their capital, are the most essential aspect of their business and contribute to its growth.

In sub-Saharan Africa, the low productivity of many businesses is a result of employee satisfaction and organizational commitment (Mutua, 2018). Low levels of commitment have also been linked to low morale. Non-committed employees may portray the organization negatively to outsiders, hindering the organization's ability to recruit high-quality employees and reducing altruism and compliance levels. Moreover, a lack of commitment leads to high attrition, whereas a high level of commitment increases performance (Maria & Efststhiios, 2018). Currently, global organizational performance challenges are linked to human behavior, and behavior is better reformed by exposure to adequate and high-quality organization performance functioning. Globalization has created numerous opportunities in African nations such as Ghana, Nigeria, and South Africa, as well as challenges for global and local businesses. The cost of manufacturing is progressively increasing as a result of a number of global factors, such as the economic downturn, the rise in fuel prices, and the scarcity of resources (Tumwesigye, 2016). This price increase is compelling businesses to adopt cost-cutting strategies in order to survive in a competitive environment. This new process of reciprocity has brought about numerous changes (Dost & Ahmed, 2017). Employee commitment is a subjective metric that measures how employees feel about how much they identify with the core beliefs of their organizations, how long they plan to stay with the organization, and how willing they are to work harder than is expected.

Even though employee commitment is well-documented and known to be a precursor to organization performance in Afghanistan, employee commitment to their organization is important to organization performance, which shows up in employees' skills, performance, and dedication to duty so that the organization can meet its goals and objectives (Abdallah et al., 2017). Organizational motivational measures like salary and wage increases, bonuses, housing, and transportation will

have a big effect on organizational performance. This is because it will boost their morale, and a firm's structural plan will have a long-term, stable effect on both the organization and employee satisfaction (Ogbe, 2019). Even though Afghanistan's organizations continue to do a bad job of providing services, using money wisely, and meeting operational deadlines, the condition of their commitments must be better in order to improve performance management.

The highest form of requirements is organizational performance, and all organizations operate with the objective of attaining a high level of profitability to ensure the sustainability of their operations (Tahiri, 2018). The International Bank of Afghanistan will conduct a study on employee engagement and organizational performance to address the current situation and enhance the institution's performance.

B. Statement of the Problem

Banks are aware of the need to attain enhanced performance of the bank through profitability, operational costs, and efficiency of the organizations. The bank, like any other financial institution, is established to attain efficiency in their operations and increase flexibility for the purposes of attaining financial excellence. Contrary to the notion of attaining improved performance, banks in Afghanistan have experienced challenges in its profitability, for example, the bank profits reduced from 2016 to 2020 by close to 1.5% (Central Bank of Afghanistan, 2019). The banks experienced an increase in operational costs by close to 21% in 2020 and 2021 and the profits reduced from 2018 in 10.1% to 9.2% in 2021. There has been reduced efficiency in the operations through reduction in the customer satisfaction that has affected bank sales (Qais & Boris, 2018). The performance dimensions of the banks have highly affected the way in which the banks operate reduced efficiency and operations capacities (Tahiri, 2018). The management of the bank tried to develop mechanisms to ensure performance, but the performance of the banks remained low. The bank report of 2018 had indicated low employee commitment amongst the employees, could it be this that is responsible for the performance constraints at the bank, Because of this, a study was conducted at the International Bank of Afghanistan to determine the influence that employee dedication had on the performance of the bank is significant to address the status quo.

C. Objectives of the Study

The objectives can be categorized into two distinct categories: general and specific.

1. General Objective

The main purpose of the study was to determine how employee commitment influences organizational performance at the International Bank of Afghanistan.

2. Specific Objectives of the Study

The objectives of the study will include.

- To assess the relationship between affective commitment and organizational performance at international bank of Afghanistan
- To establish relationship between continuance commitment and organizational performance at international bank of Afghanistan
- To examine the relationship between normative commitment and organizational performance at international bank of Afghanistan

D. Hypotheses

Based on the following hypotheses

H1: There is a statistically significant Positive effect of affective commitment on organizational performance at international bank of Afghanistan.

H2: There is a statistically significant Positive effect of continuance commitment on organizational performance at international bank of Afghanistan.

H3: There is a statistically significant Positive effect of normative commitment and organizational performance at international bank of Afghanistan

E. Scope of the Study

1. Geographical Scope

The study was conducted at the International Bank of Afghanistan due to its some operational challenges and limitations in achieving optimal performance. The selection of this particular bank as the research site was driven by the objective of

investigating and understanding the factors contributing to its performance constraints in day-to-day activities.

2. Content Scope

The research established a link between employee commitment and organizational performance. The study thoroughly explored the associations between affective commitment and performance, continuance commitment and performance, as well as normative commitment and performance. By examining these different dimensions of commitment, the research shed light on the intricate dynamics between employee dedication and the overall effectiveness of the organization. The comprehensive analysis provided valuable insights into how the various facets of commitment impact the attainment of high-performance levels within the organizational context.

3. Time Scope

The study focused on the seven-month period from February to August of 2023. The focus was on the years 2018 through 2021. This was selected because it was during this period that the bank's performance declined significantly.

F. Significance of the Study

The findings of this study will be beneficial to policymakers because they will provide pertinent recommendations for the improvement of normative employee commitment, which administrators will use to maximize employee productivity for the organization's success. The study will evaluate the relationship between affective commitment and the organizational performance of the bank, as well as the effect that affective commitment has on organizational performance. The findings of the study will aid policymakers in designing and formulating effective normative commitment principles that will direct organizations in enhancing their relationships with their employees. The study will expand the scholarly community's knowledge and literature on how employee commitment (three dimensions) can effectively and successfully support their employees, thereby enhancing performance.

G. Theoretical Framework

A theoretical framework illustrating the link between employee commitment (IV) and the organization's performance (DV).

Independent variable (IV)

Depended variable (DV)

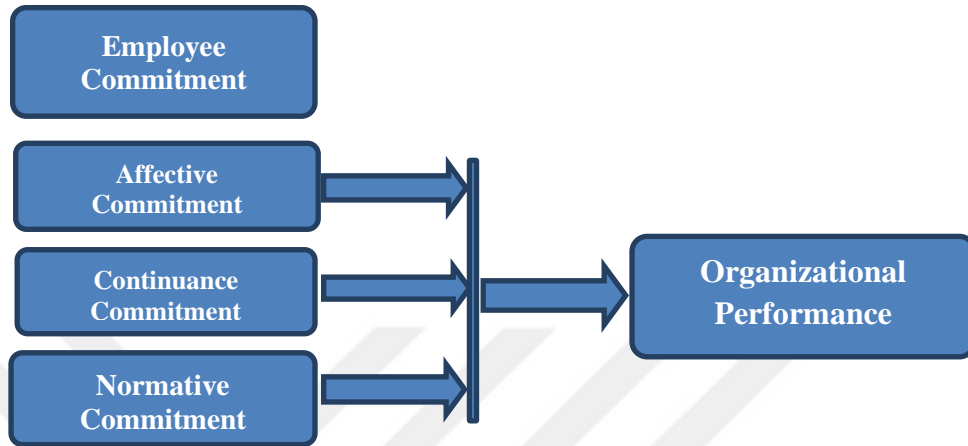


Figure 1 Conceptual Framework Showing Relationship between Employee Commitment and Organizational Performance

Source: Adopted from Mayer and Allen (1997) and Modified by the researcher (2022).

The study's conceptual framework delineates the correlation between employee commitment and organizational performance. The assessment of employee commitment is based on Mayer and Allen's (1997) definition, which includes affective, continuance, and normative commitments. According to the framework, employee commitment is a key factor in boosting organizational performance. It is believed that higher levels of commitment can lead to improved performance. On the other hand, it is believed that reduced levels of commitment can have an adverse effect on the performance of an organization. Mayer and Allen (1997) establish the theoretical basis for affective, continuance, and normative commitments. However, they do not provide precise metrics for evaluating organizational performance. The objective of this study is to evaluate organizational performance using appropriate measures in alignment with Mayer and Allen's framework.

H. Operational Definitions

As stated by Parfyonova (2009), an employee's commitment is measured by the degree to which they "identify with" and "actively engage" with their firm. Employee commitment is defined by Parfyonova (2009) as "a feeling of belonging to the organization, including the intention to remain, alignment with the organization's values and objectives, and the willingness to make personal sacrifices in pursuit of the organization's goals."

1. Employee

An employee is anyone who has entered into a contract to do tasks or offer services in exchange for money. This money can come in the form of income, wages, bonuses, commissions, tips, or other types of pay.

2. Employee Commitment

An employee's level of commitment can be defined as the degree to which that person shows loyalty to the organization and works diligently to help the company achieve its goals and objectives within a given time frame.

3. Affective Commitment

Affective commitment is a term used for describing an employee's emotional connection to an organization, which influences their desire to maintain their association with the company. In simpler terms, it refers to an employee's desire to remain employed by a company.

4. Continuance Commitment

The term "continuance commitment" describes an employee's strong desire to keep working for the same company. This relates to the employees' conviction that they must remain at their firm despite the absence of attractive alternative employment opportunities and financial incentives.

5. Normative Commitment

The phrase "normative commitment" is used to describe the extent to which an employee feels obligated to remain in their current position due to concerns that quitting would be detrimental to their own well-being or that of the firm.

6. Organizational Performance

Organizational performance is defined as the degree to which an institution achieves its goals and objectives through the most efficient use of its resources (human, financial, and material). It refers to the process of converting inputs into outputs in a way that is both efficient and effective for the purpose of contributing to the well-being of society, the economy, and the environment.



II. LITERATURE REVIEW: CONCEPTUAL AND THOERETICAL FRAMEWORK

A. Introduction

This chapter consists of the appropriate concepts, opinions, and ideas of the writers and experts who participated to the study in accordance with the objectives of the research that was carried out.

B. Theoretical Review

Howard Becker came up with Backer's side bet theory in 1960. This study was based on that theory. This method says that employee commitment has a big effect on how well an organization does its job. Becker's theory says the employee-company relationship is characterized by an "economic exchange contract" that outlines how exchanges of value take place. Committed employees demonstrate commitment in three distinct ways, emotionally, persistently, and socially. This is because they have made hidden investments, or "side-bets," by staying with a certain company. If someone left, it could be hard to get "side-bet" payments back. The word "side-bets" refers to the investments that a person makes. Becker argued in 1960 that, over time, people pay costs that make it harder for them to give up a consistent pattern of behavior, such as staying a member of a group.

According to Becker's theory, there is a direct connection between how dedicated workers are to the company's mission and how well it's carried out. As a matter of fact, assessments show that increased organizational performance is a reliable predictor of high levels of employee engagement. How long it lasts, and how prevalent it is. This claim was confirmed to be accurate by research conducted after Becker's idea was published. According to the findings of this research, the level of commitment exhibited by an individual should be evaluated based on whether or not that individual would leave the group. Becker's argument that there is a close tie among employee commitment and organizational success inspired the majority of later notions of commitment with affectively, persistently, and normatively. The

side-bet theory was thrown out as the primary theory of commitment, and Becker's theory was thrown out as the main theory of commitment. As a result, commitment became the primary behavior that should drive improvements in organizational performance. The evidence shown in Meyer and Allen's (1991) Commitment Scale, which may also be referred to as the commitment, demonstrates that the side-bet strategy had an influence on it. In 1960, Becker put forth the notion that a person is said to have made a commitment when they used a side bet as a means of connecting their other interests to a continuous plan of action.

Consequently, making side bets makes it seem more expensive to give up on a certain plan. The best thing to do when it comes to employee dedication in terms of emotional attachment, persistence, and following rules is to stay loyal to the organization. Side bets come in many shapes and sizes, including things like societal standards for responsible behavior, worries about how one presents oneself, impersonal bureaucratic arrangements, individual adjustments to social positions, and things that have nothing to do with work. This scale was made to improve the side-bet viewpoint when evaluating and understanding commitment. It is one of the three dimensions of employee commitment that Meyer and Allen (1991) describe.

C. Conceptual Review

1. Employee Commitment

According to Sang (2016), employee commitment is characterized by a steadfast belief and approval of a corporation's goals and principles, a willingness to apply substantial effort on the best interest of the organization, as well as a strong desire to keep their membership in the group. (Kibi go, 2016) Employee commitment is a symbol of connection to the organization. It also determines whether an individual will maintain or terminate a contract with an organization.

The degree to which workers remain with an organization and take the organization's goals seriously is what Marthis and Jackson (2000) call "employee commitment." According to Luthans (2006), employee commitment exists when workers put aside their criticisms of the company in order to remain a part of it. Employee commitment is a distinct indicator of the authority of employee empathy, as measured by the organization's objectives and morale, and the extent to which the

employee remains involved in it. Employee commitment can also serve as an improved indicator for organizations that wish to remain in their current position or change. Allen and Meyer (1990) classified employee commitment as affective, ongoing, and normative.

The term "affective commitment" is used to describe how passionately an employee feels in staying with their current employer. Affective commitment is demonstrated when workers show a high level of dedication to remaining with the company. They identify with the organization's mission, enjoy working there, and tend to be content in their positions. Employees who feel passionate in their work are advocates for the company and contribute significantly to its success. They have a good outlook on their jobs, get along well with their coworkers, and benefit from a pleasant working environment.

Continuance Commitment is a particular aspect of an employee's loyalty to a company, one that depends on their understanding and assessment of the possible repercussions of staying or leaving. This kind of commitment goes beyond moral and emotional components, focusing instead on a pragmatic calculation that considers all of the ramifications and factors related to job continued involvement. According to the viewpoint, which was presented by (Nassar, 2018), employees' understanding of the costs, risks, and financial benefits linked with their choice to remain affiliated with their firm or look for alternative alternatives plays a crucial role. In this situation, continuity commitment appears as a tactical evaluation n of the trade-offs included in both possibilities. Costs are a broad concept that incorporates many different aspects. Employees are aware that leaving the company may have consequences for their job security, their professional connections, and their accrued perks in addition to immediate financial costs. These expenses include the possibility of altering their professional path, the requirement to adjust to new work settings, and the uncertainty linked to transitions. The advantages of sticking around, on the other hand, include things like job stability, comfortable work dynamics, and the continuation of advantages accumulated over time. Employees are keenly aware of the investments they have made in the company through the growth of their networks, skill sets, and experience. These advantages offer a strong justification for preserving organizational links. It's important to remember that Continuance Commitment depends on making well-informed choices. Armed with knowledge of

both concrete and intangible elements, employees weigh the advantages and disadvantages of staying put vs leaving. This practical assessment fits into a framework for rational decision-making in which employees weigh the perceived benefits of staying with the company against any prospective disadvantages.

Some researchers, such as Allen and Meyer (1991), say that affective commitment is the most important kind of dedication because it can help organizations in many ways. Employees who have a high level of affective commitment care a lot about the success of the company. In modern writing, this kind of commitment is also called "engagement," and organizations often measure it. Affective commitment comes about when people see the worth of the organization and take its values and principles seriously (Beck & Wilson, 2000).

Normative commitment is how much workers think they have to stay with their company. Normatively committed employees usually feel a strong sense of duty to their company. They think that leaving the group will cause a lot of undesirable things to happen, and when they think about leaving, they feel guilty. People often feel guilty because they think that leaving would leave their colleagues with less information or skills, which would make their jobs harder. Allen and Meyer (1990) found that these emotional experiences may negatively affect the performance of workers in organizations.

An employee's level of commitment to staying with their current employer is correlated with their sense of obligation to do so. Continuity-of-effort personnel are dedicated to their jobs because they feel they have no choice but to remain with the company. Because of circumstances including a dearth of available career opportunities and budgetary constraints, this is a need. Employees who feel they have no choice but to stay with their current company due to a lack of confidence that they might find better pay or benefits elsewhere are a prime example of those who are "continuance committed." Employees that are continuously devoted may be dissatisfied and disengaged with their work, but they are hesitant to quit the organization because of their commitment. It has been shown that (Allen & Meyer, 1990).

According to Dolan, Tzafirir, & Baruch, (2005), commitment refers to a strong bond that a person develops with their organization. It involves more than just turning up for work and finishing your assignments. commitment is based on the

employee feeling truly a part of the bigger corporate family and having a genuine sense of belonging. This sense of community encourages a deep emotional connection to the workplace. Additionally, commitment means being prepared to adopt the organization's goals and aspirations as your own. It involves assuming responsibility for the overarching objectives of the organization, coordinating personal goals with those of the organization, and actively working toward their accomplishment. With a sense of ownership, labor becomes more than a collection of duties and becomes a team effort with a common goal. Commitment also entails being prepared to face and overcome obstacles. Dedicated workers embrace challenges because they perceive them as chances for personal growth and development. They take on difficulties with a positive outlook, seeing them as chances to demonstrate their commitment and advance the organization. When taken as a whole, commitment denotes a strong bond that includes a sense of belonging, taking responsibility for organizational goals, and a readiness to face obstacles head-on. Employees become proactive contributors who are involved in both their work and the success of the organization as a result of this multifaceted effort.

Brisco & Claus (2008) and Fugate et al. (2009) stated that developing a sense of commitment among employees is critical for every firm. Consider it similar to developing a strong team spirit in which everyone is dedicated and involved. When employees are devoted, it's as if they're all working together with a common goal and excitement. Lacking commitment, companies may struggle to achieve their long-term objectives. It's similar to attempting to reach a goal without a clear path or a group of people who are eager to travel together. Employees that are devoted are progressively to stick around and give their all, which helps the business stay on track and progress toward its goals. Consider commitment to be the glue that ties the organization together. It guarantees that everyone is focused, motivated, and on the same page. When this devotion is missing, it's as if a key element for success is missing. That is why it is critical for firms to ensure that their staff feel engaged and dedicated - it is a critical aspect in achieving those huge, significant goals.

According to Dorenbosch and Veldhoven (2006), organizational commitment is the involvement of an employee in carrying out his duties with fervor and joy. It defines that the level of a worker's organizational commitment reflects how enthusiastic and involved they are in their work. Think of a person who approaches

their task with a lot of passion, as if they are looking forward to it. This dedication acts as a spark, keeping employees inspired and eager to participate. Consider it such that: When employees are devoted to the company, they don't merely carry out their duties out of obligation. Instead, they are giving it their all and approaching their task with vigor and optimism. It's similar to being on a team where everyone is motivated to perform well and achieve success.

Performance of an organization is directly related to commitment level of employees (Ivancevich, 2010). The level of commitment of an organization's personnel directly affects its performance, which is measured by how well it succeeds in reaching its objectives and being successful. Imagine an athletic squad that is intensely motivated and committed to victory during a game; their enthusiasm and concentration would undoubtedly affect how well they perform and whether they prevail. Similar to this, when employees are committed to their company, it's as though they are entirely invested in ensuring the success of the company. They are not just performing their duties out of obligation; rather, they are doing so with sincere passion and a strong motivation to improve the situation. The effectiveness of the organization may be directly impacted by this high level of dedication.

Contrarily, when workers are not fully devoted, it may be compared to a sports team that is not all that enthusiastic about competing; as a result, their performance may not be as strong, and they may not give it their all. Similar to this, uncommitted employees may result in decreased production, missed opportunities, and a decrease in the organization's ability to compete. In other words, how committed individuals are to their jobs can have a direct impact on how well the company as a whole performs. An organization's success can often be attributed to its committed workers, who support its expansion, creativity, and general efficiency (Ivancevich, 2010).

According to Whitener (2001) having a high degree of commitment from employees is equivalent to having a winning team. When everyone is passionate and gives their all, the odds of success are significantly better, just like in athletics. Commitment operates similarly in the realm of organizations. Consider what it would be like if everyone in a firm genuinely cared about their work and felt like they were an important part of the team. This commitment extends beyond simply performing jobs; it indicates that they are passionate about doing things effectively and ensuring the organization's success. This mindset can significantly increase the

amount of work completed and improve the quality of the work. When employees are sincerely devoted, they appear to be rowing in unison. They are committed to attaining the organization's objectives and are willing to go above and beyond to do so. This has a direct impact on the organization's productivity; things get done faster, more efficiently, and often with higher quality. However, commitment is more than just getting the job done; it also helps an organization stand out from the crowd. Consider it like a race: a completely dedicated team is more likely to win. In business words, this indicates that a company with dedicated personnel is more likely to outperform its competition and win.

2. Organization Performance

According to Cooper-Hakim and Viswesvaran (2015), the definition of organizational performance can be summed up and refers to a method of turning inputs into outputs with the aim of achieving specific objectives. Through results, we can see how the minimum cost relates to the actual cost (economy), how the actual cost relates to the actual output (efficiency), and how the actual output relates to the actual result (effectiveness).is demonstrated through performance. Regarding the conveyed information, success provides us with the following insights. performance provides this information. The degree to which an organization's objectives are met, such as meeting both short-term and long-term goals as and when they become due, is one way to evaluate the performance of an organization. White elephants are not something that should be funded with the limited resources that the organization has available. The most efficient use of resources ought to guarantee the highest possible production in the projects referred to in the organizational objectives. According to Wee (2009), companies simply do not have the luxury of throwing away their limited financial and skilled labor resources on endeavors that do not produce results.

The claim made by O'Reilly (2008) highlights a fundamental idea in organizational dynamics: that the results of an organization are greatly influenced by the dedication and active participation of its employees. The idea that individuals who show a high level of dedication to their jobs and the business as a whole are essential to its success is at the core of this perspective. Employee engagement essentially indicates a sincere commitment to the goals and values of the firm. This dedication frequently shows out in the form of extra effort, a proactive attitude to problem-solving, and a desire to go above and beyond the call of duty. Such

dedicated workers actively contribute to innovation, collaboration, and the quest of excellence within the company, acting as agents of good change. The idea of staff retention is included in O'Reilly's worldview. Since strongly devoted individuals are more likely to remain with the company for a longer period of time, commitment functions as a powerful retention tool. This is based on the idea that high levels of commitment foster a sense of community and purpose, which encourages workers to see their occupations as more than just jobs but as essential components of their professional identities. Furthermore, it is important to recognize the link between commitment and enhanced performance. Employees that are dedicated to their jobs frequently exhibit higher levels of engagement, which leads to greater productivity, better work, and a proactive approach to organizational difficulties. Their dedication inspires a desire to succeed and make a positive difference to the organization's overarching objectives. O'Reilly (2008) also emphasizes the effect of commitment on running costs. Because a committed workforce is naturally motivated, there are fewer inefficiencies, mistakes, and redoes. Employees are more likely to ensure the correctness and quality of their work when they are interested and devoted, reducing the need for expensive adjustments or repeated efforts. In turn, this results in more efficient operations and lower costs.

Organizational performance is defined by Richard, Devinney, Yip, and Johnson (2009) as the degree to which an institution achieves its goals and objectives through the most efficient use of its resources (human, financial, and material). It refers to the process of converting inputs into outputs in a way that is both efficient and effective for the purpose of contributing to the well-being of society, the economy, and the environment. The degree of objective achievement is closely related to organizational success. The aspirational trajectory of an institution is represented by its goals and objectives, which detail the desired results. The success of the organization is largely determined by how well these objectives are achieved. This suggests that evaluating an organization's performance is a thorough examination of whether it is accomplishing its goals and progressing in the right direction rather than just a single, isolated assessment. The term also emphasizes how crucial resource management is to accomplish these objectives. Human capital, financial assets, and tangible things make up the range of resources. The significance of maximizing output while limiting input is highlighted by the focus on resource

efficiency, a philosophy that is consistent with good business practices and operational excellence. This viewpoint acknowledges that reaching objectives depends not just on ambition but also on wisely allocating the resources available to the company as a result, organizational performance develops as a complex interaction between ambition and efficiency. It represents the coherence of operational skill and strategic goal. Organizations that perform exceptionally well don't just establish lofty goals; they also plan their activities with a watchful eye on resource allocation, ensuring that their aspirations are turned into real results without needless expenditure.

A fundamental feature of employee loyalty is highlighted by Tolentino's perspective, which was developed in 2013. It calls attention to the multiple character of loyalty and its complex connections to both job stability and ideological alignment with the organization's values. Employee loyalty in this context is a complicated construct molded by active commitment and shared values rather than only a passive attachment. Employee commitment to the company over time is fostered by the employee's continual efforts to uphold their affiliation with it. This effort includes a consistent commitment to the goals and success of the organization in addition to the simple fulfillment of job duties. The decision to stay with the company despite potential outside prospects demonstrates a sense of loyalty and commitment that goes beyond temporary rewards. Tolentino also emphasizes the need of shared organizational ideals as a foundation for loyalty. Employees who share the organization's values and ethical standards demonstrate a deeper connection that goes beyond simple compliance. This alignment denotes a sincere resonance with the organization's mission, vision, and overarching philosophy, which helps to foster a sense of shared purpose and a sincere involvement in the initiatives of the organization. This agreement with corporate ideals also suggests that loyalty is influenced by ideological consonance rather than just practical concerns. Employees are more inclined to devote their emotional and intellectual resources to furthering the goals of the company when they can find harmony between their own views and the corporate ethos. The employee's dedication and loyalty are strengthened by this synergy (Tolentino, 2013).

Scholl (1981) classification highlights a key component of organizational employee behavior: the attribute of continued effort and dedication, even in the face of missed expectations or perceived injustices in the outcomes of their work. This characteristic exemplifies the complex interaction of drive, psychological resilience, and a deep-seated devotion that transcends temporary setbacks or disparities. The idea of tenacity in the face of difficulty is the basis of this quality. When an employee demonstrates this quality, they are driven by an innate motivation that pushes them to consistently put a lot of effort and energy into their work, regardless of whether their initial expectations or anticipated benefits are met. Despite any short-term disappointments, their dogged drive to work hard is a sign that they are committed to meaningfully contributing to the organization's goals. Additionally, the trait is more obvious when employees believe that the results of their evaluations don't treat them fairly. Employees who possess this quality exhibit a great ability to manage feelings of disappointment and disillusionment in situations when the alignment between the effort they put in and the benefits they receive appears discordant. They focus on the inherent value of their contributions instead of allowing these perceived injustices to lessen their devotion, seeing their job as a demonstration of their professionalism and dedication. This characteristic demonstrates the psychological fortitude of employees who possess it. It denotes an internal locus of control in which individuals acknowledge the limitations of immediate rewards or recognition and emphasize the long-term impact of their efforts on both their professional advancement and the success of the business. Their dedication goes beyond the volatility of short-term expectations and stems from a deep knowledge of the value they bring to the table.

D. Empirical Literature

The review of relevant literature is carried out on the basis of the objectives by the objectives; hence, this will serve as the foundation of the study.

1. Relationship between Affective Commitment and Performance

Research conducted on leasing companies in Sri Lanka, Bandula and Lakmini (2020) investigated the effect of affective employee commitment on job performance. A total of 115 employees from specialized Leasing companies (SLCs)

and Licensed Finance Companies (LFCs) participated in the survey. The SPSS software program was used to look at the data, The research outcome is presented through the exhibition of primary and secondary research findings. The correlation between the level of employee commitment and their job performance was identified important finding. The observation showed that employee dedication influenced employee job performance, proving that employee dedication is substantially associated with one's level of success in one's career. In addition, the data analysis demonstrates that employee dedication has a substantial impact on efficiency at work. Furthermore, according to this study, the aspect of employee commitment to job performance that is most influenced is continuation commitment. Whereas the author conducted a study in Sri Lanka, the current study will be conducted in Bank Afghanistan with a concentration on the factors influencing public sector commitment to address contextual gaps.

Affective employee commitment has been examined by Dost, Zulfiqar, Noman, and Wasim (2019), who found that it was positively correlated with organizational performance. The three major cities in Pakistan (Lahore, Rawalpindi, and Islamabad) served as a data source for the study, and the results showed that employee participation in decision-making improved organizational performance and increased employee commitment.

Dixit and Bhati (2018) used a survey and a literature review to investigate the relationship between emotional employee commitment and long-term productivity in India's auto-parts manufacturing sector. The results show that in the car component sector, employee commitment (effective) is significantly linked to long-term productivity. Affective, continuance, and normative commitments were found to have a positive relationship with the long-term success of the organization. The results also show that there is a strong relationship between the aforementioned three independent variables and the dependent variable of sustained production. As opposed to previous studies, which were undertaken by private companies, the present investigation will be conducted by a government agency.

An employee demonstrates affective commitment when they genuinely desire to remain with the company. It's similar to when you have a deep attachment to a group you are a part of and desire to stay in that group (Glazer & Kruse, 2008). A few crucial elements make up this commitment: first, the worker intends to put effort

into their task, demonstrating that they care about it and want to do it well. Second, they concur with the organization's practices because they uphold its principles and standards. Last but not least, there is an emotional link that they have with the company, much as how you could feel attached to your family or friends (Allen & Meyer, 1996). This affective commitment is currently like a strong engine. It serves as the motivation for workers to put in long hours and improve the company. Like when you truly care about something, you go above and beyond to ensure its success. In this situation, employees naturally desire to contribute to the success of their company when they feel deeply linked to it. Consider it this way: You are more inclined to support something if you are emotionally invested in it. If you have a favorite sports team, you might support them by purchasing their products or attending their games. Employees are more likely to operate in the organization's best interests when they feel an emotional connection to it. This could entail developing creative solutions, going above and above in their profession, or supporting their coworkers.

Understanding human behavior, especially in organizational situations, is significantly impacted by Zimbardo (1985) claim made about the connection between emotions and behaviors. According to Zimbardo, when emotions are triggered, they frequently serve as a catalyst for acts that are in line with the emotional experience. This statement is true with regard to employee commitment and how it affects actions at work. Applied to organizational commitment, this emotional bond can act as a catalyst for actions that mirror and further the organization's goals when workers form a strong affective attachment to their workplace, which is characterized by emotional resonance, allegiance to values, and an intent to put forth effort. Similar to how personal emotions lead people to perform certain activities, effectively committed employees are more likely to participate in proactive behavior that advances the objectives of the company. Employees that actively seek out ways to improve their contributions, show increased initiative in problem-solving, and go above and beyond the call of duty to support coworkers and advance team activities are examples of this dynamic in action. Similar to how a person's passions motivate them to act in accordance with their emotional inclinations, their emotional connection to the organization motivates them to match their activities with its success.

In essence, Zimbardo's argument highlights the potential motivating power that affective commitment may have in the setting of an organization. Strong emotional connections between employees and their place of employment increase the likelihood that they will use their emotions to improve performance, encourage creativity, and support a positive organizational culture. Organizations may foster and use employee commitment as a catalyst for constructive, pro-active, and effective actions by identifying the interplay between emotions and behaviors.

Employees' affective commitment, outlined by Meyer, Bobocel, and Allen in 1991, refers to a certain kind of attitudinal response that develops as a result of their interactions, experiences, and impressions of the workplace. Essentially, this type of commitment is a sentiment that develops through time based on the employee's views, experiences, and convictions rather than simply being a passive acceptance of one's employment role. These types of these experiences and beliefs in particular have the ability to change how affective commitment develops. A favorable emotional response and increased loyalty to the company are likely to result when employees believe their workplace supports a good work-life balance. This shows that companies that value encouraging a healthy work-life balance are able to control the way in which workers feel about their jobs and the business overall. Additionally, this affective commitment-based emotional bond with the company can make a significant contribution to improving worker output. According to Meyer and colleagues, an employee's affective commitment has the potential to serve as a motivating factor for consistent involvement in their assigned job obligations. In essence, an employee's strong emotional attachment to their company acts as a motivating factor that motivates them to actively exhibit the desired role behaviors.

The association between emotional employee commitment and the success of the firm was investigated by Irefin and Mohammed (2020) at Coca-Cola Nigeria Limited in Maiduguri, Borno State. The research methods used in this investigation were both descriptive and explanatory. We used the Pearson correlation coefficient to explore the research-based possibilities. The results show that employee commitment at Coca-Cola Company Plc is extremely high, that it has a moderately strong correlation with organizational performance, and that it has a very strong correlation with employee turnover. In this research, we'll look into how employee dedication differs in its public and private manifestations.

Anwar (2020) researched on the link between devoted workers and long-term success in the agricultural sector. The analysis of the inquiry was quantitative. Twelve of Erbil's feed establishments were surveyed using a questionnaire. Seventy-one people made up the research sample. The study's authors hypothesize that the relationships between affective commitment, normative commitment, perseverance commitment and long-term output are significant. The relationship between sustained production and three independent factors (affective commitment, continuous commitment, and normative commitment) was examined. However, the most importance was placed on a demonstrated commitment to one's work, suggesting that many workers in feed factories are dedicated to their professions despite low pay and little other opportunities. All three independent factors were also shown to have a positive correlation with long-term output.

According to Bokor (2015), who pointed out that affective commitment has gained scholarly attention, this is because companies can improve their performance and acquire an edge in the market with the help of committed employees. According to Beijer (2015), an organization's most valuable asset is its people, as they are where the company's intellectual capital comes from. Further, employees are most important in producing social capital, which aids in the growth of organizational learning and culture, when they are devoted to the organization and its collective health. This is because social capital is maximized when workers care deeply about the success of the company as a whole. Therefore, it is crucial for organizations to have a thorough awareness of the various aspects that may influence or play a vital role in the procedure of establishing employee dedication.

Most research into employee commitment has focused on affective commitment, which values individuals' ability to express themselves openly in the workplace. The literature on organizational commitment, say Sokoroza and Mbonye (2016), has focused on how strongly devoted individuals are involved in and satisfied with their affiliation with the organization. To remain a member of the organization, trust in and acknowledgement of the organization's goals and moral standards, and a willingness to place an emphasis on helping the organization achieve its goals are the three components that make up what Tumwesigye (2017) called "affective commitment" in Afghanistan. An employee's success on work and their participation in corporate citizenship-related activities are both influenced by their level of

affective commitment. This study will investigate the impact that affective commitment has on the overall performance of public organizations, and it will be carried out in Afghanistan.

When it comes to exposing a shift in organizational citizenship behavior, affective commitment is the most potent commitment component, as stated by Balassiano & Salles (2012). Affective commitment is related to both performance and citizenship behavior in the workplace because it encourages employees to go above and beyond for the sake of their firm. Employee dedication is strongly correlated with their demonstrated organizational citizenship behavior. Employees that have a personal investment in the success of their organization are more likely to remain with the company and contribute to its mission, as stated by Dixit and Bhatti (2018).

2. Relationship between Continuance Commitment and Organization Performance

According to studies Meyer, Stanley, Herscovitch, and Topolynytzky, (2012), negative performance is connected with a lack of commitment to seeing a project through to completion. It occurs when employees stay put in their current positions because of fear of losing the perks they've grown accustomed to. For employees to remain with a company, they need to feel that their work is appreciated (Folorunso, Andewale, & Abodunde, 2014). Staff availability refers to an employee's propensity to stick around at work for reasons like familiarity with management, financial stability, and the opportunity to use their acquired expertise.

According to Sharma and Sinha (2015), there are many reasons why workers decide to stay with the same company besides pay and benefits. Benefits like pensions are one example of a financial incentive, whereas excellent connections with coworkers are an example of a non-financial incentive. Employees may believe they cannot leave the company due to the fees involved because of these causes. A worker's tenure with a company can also give the impression that they would lose whatever rewards they've earned during their time there if they left for another employment.

As stated by Dixit and Bhati's (2018) research, when an individual who is employed by an organization is aware of the advantages of working for an organization, he or she remains committed. Before departing the organization, the employee should be aware of the actual costs of continuation commitment. According to Lew (2012), employees' performance is significantly enhanced by their commitment to continued improvement. Continuity commitment relating to staying with or leaving an organization. If a worker determines that the cost of departing an organization exceeds the benefits of remaining, he or she will decide to continue working for the organization rather than leaving it. Khan et al. (2013) posited that; the primary benefit of group membership is sustained commitment. Continuance commitment is determined by evident benefits and drawbacks. It requires the employee to weigh the advantages and disadvantages of departing the organization (Khan et al, 2013). Therefore, continuation commitment is regarded as calculative. It assesses the benefits of remaining and the negative consequences of quitting the institution.

According to Heilman and Kennedy (2018), private sector workers who have a strong commitment to staying with their current employer tend to stay with that employer. People who have made a "continuance commitment" to an organization do so not because they believe in its ideals but because of the personal and professional commitments they have made there. Once again, the institution and its employees share a mutually beneficial and long-lasting bond. at order to overcome the geographical and contextual differences, this study will be done at a public bank.

To cite: (Park & Rainey, 2017) Continuity commitment occurs when an employee calculates the opportunity cost of leaving an organization and decides to stay around despite those costs. An employee's loyalty to the company increases the likelihood that he or she will stay on board. Management and staff have a continuing or symbiotic connection, depending on the context. There is either no connection or a negative connection between long-term employment dedication and factors including organizational citizenship behavior, absenteeism, and productivity on the work. Perseverance and dedication are connected with better performance and output. Employees that are deeply invested in their work don't need to worry about how their corporate citizenship actions will be perceived. People who are dedicated to staying with their current employer do so in order to avoid the financial burden that would

result from quitting their job. When an employee makes a continued commitment, he or she does so passively since the alternative would be to leave the company. Employees who are very invested in staying with their current company tend to assume that their education and experience are not readily transferable to other businesses, as stated by Nehmeh (2019). Strong loyalty to the group is the end result of a high level of consistent effort. In order to provide the necessary background, the current study will be conducted in a public setting.

Meyer (2014) argues that a person's continuance commitment is calculative since they assess the advantages and disadvantages of staying with their current employer. Employees who fear the consequences of leaving the company often do so because they rely on their salaries from the company to make ends meet. Employees who are aware of the potential loss of benefits should they choose to quit and who have no other job options are said to have a "continuance commitment," which is why leaving the firm can be so costly. Factors including benefits, pay packages, salary, advancement, company reputation, and goodwill are considered when an employee is considering a long-term commitment to a firm. When an employee values these benefits from their current employer and fears losing them if they switch jobs or organizations, they are more likely to stay put. The bank's dedication to stability and operational effectiveness will be the subject of a research project.

Nehmeh (2019) argues that an individual's level of commitment to their current employer is influenced by the financial benefits they anticipate from remaining there. Employees that have perseverance commitment are more loyal to their employer because of the benefits they anticipate receiving from it, rather than because of any shared ideals or goals.

In the theory of investments (Rafiei et al., 2014), the term "continuance commitment" refers to an employee's view of the costs involved with leaving their existing institution. This perception influences the employee's decision on whether or not to leave their job. This commitment results from the investments or "side-bets" that employees have made in their current company in addition to the limited availability of alternative employment possibilities (Dixit & Bhatt, 2018). It is based on the contributions that an employee has made to the organization, and it reflects their willingness to remain owing to different variables such as positive connections

with colleagues, rewards, personal investments, and the acquisition of institution-specific work skills.

Folorunso et al. (2019) found that employees stay with the same organization because of the financial and non-financial benefits they receive from working there. Pensions are one example of a monetary element, while strong working relationships with coworkers are an example of a non-monetary factor. Employees believe they cannot afford to leave the company because of the fees involved in doing so. When an employee has been with the same company for a long time, they may feel as though they would lose out on the perks they've earned there. When workers understand the value they provide to the company, Dixit and Bhati (2018) argue, they are more likely to stay committed to it.

Negin, Omid, and Ahmad (2019) claim that employees whose focus is on progress rather than perfection provide better results. Dedication to either continuing employment with or departing from a company. A worker will choose to stay with an organization rather than leave if he or she determines that the cost of leaving outweighs the benefits of staying. In a regression analysis, Lo (2018) looked at the connection between leadership styles (specifically transformational and transactional leadership styles) and employee engagement in Malaysia. He concluded that transformational leaders are superior to transactional leaders in terms of their ability to inspire loyalty from their teams. Their research showed that a stronger correlation exists between transformational leaders and staff dedication. Leaders that assist their teams and pay attention to their needs can inspire more loyalty from their workforce. This study will be undertaken in a financial institution in an effort to bridge knowledge gaps about long-term dedication and the effectiveness of businesses.

Dex and Smith (2019) used OLS regression of the continuance commitment scale, along with a variety of covariates, and data from the 1998 Workplace Employee Relations Survey (WERS) conducted in British establishments between October 1997 and June 1998 to model the determinants of the extent to which employees have normative or affective commitment to their employer. Access to family-friendly practices, such as childcare and remote work, was found to increase employees' dedication to the company. The extent to which employees, rather than management, perceive that their organization has a caring culture was also found to be a key factor in influencing increased employee engagement. This indicates that

the organizational culture of the company for which an employee works is decisive, especially in regard to the wellbeing of the employee's family, rather than the attitude of the employer or supervisor toward the employee. Both the geographical and contextual gaps in the banking system are used to evaluate the organization's performance, which is then compared to the perseverance commitment.

3. Relationship between Normative Commitment and Performance

Andrew (2017) investigated the connection between one's level of normative commitment and their level of job performance and discovered that there is a positive correlation among them. Their research indicated that, in an effort for advancement organizational performance, businesses must strengthen employee commitment to the organization. Mathotaarachchi (2018), conforming to the findings of Chen et al. (2006), emphasized that for an organization to attain success, it is imperative to have a significant degree of employee dedication in order to achieve long-term excellence in performance.

In 2017, Andrew conducted a study in the Eravurpatru Divisional Secretariat in the Batticaloa area of Sri Lanka. The purpose of this study was to examine the connection between emotive, continuous, and normative commitments and organizational effectiveness. The results show that the three commitments are linked to better organizational outcomes. The results show a significant relationship between the three independent variables and the efficiency of the organization.

In a different study, Khan (2018) looked at 153 workers in the oil and gas industry in Pakistan (both public and private) and found that all three types of employee commitment (affective, continuance, and normative) had a significant effect on job performance. Employee commitment was found to positively correlate with job performance, indicating that job performance is a significant factor in shaping employee dedication. At the end of his study, Khan (2018) advised managers to create an atmosphere that encourages employees to be dedicated to the company. In turn, this would boost staff performance, which would raise organizational output.

Ahmadi and Avajian (2011) made an insight that emphasizes a unique component of employee retention: people frequently stay with an organization because they feel obligated to carry out their job-related tasks. This sense of responsibility serves as a powerful internal motivator that encourages workers to stay

involved with the company. The sense of obligation to perform can be interpreted as a type of commitment that extends beyond simple contractual or transactional engagement. Rather, it denotes a deeper psychological attachment in which employees feel a moral and ethical commitment to uphold their professional obligations and positively contribute to the organization's goals. This sense of obligation extends beyond the simple requirement of executing activities only for monetary compensation to include a greater sense of responsibility towards colleagues, clients, and the company mission itself. The insight provided by Ahmadi and Avajian (2011) emphasizes how complex retention dynamics are. The choice of an employee to stay or go is undoubtedly influenced by considerations like pay and perks, but the idea of obligation adds a level of personal responsibility and integrity. Employees who believe they have this duty to accomplish are more inclined to stick with the organization despite difficulties or changes in the external environment. This sense of duty also has larger effects on how well an organization performs. Employees who feel morally obligated to perform are more likely to be highly engaged at work, to have a strong work ethic, and to actively contribute to the objectives of the company. Their dedication, motivated by this internal duty, can promote a healthy work environment and an atmosphere of mutual support among coworkers.

Normative Commitment (NC) is a crucial concept in organizational and human resource contexts because it illustrates a particular aspect of a worker's loyalty to a company or institution. This commitment type provides light on a visible and intentional sense of obligation to continue being linked with an organization, as described by (John, David, Lynne, and Laryssa in 2002). Normative commitment, at its heart, refers to a commitment that is based on a person's internalized set of values, ethics, and societal standards. It represents a deliberate decision to sustain a sense of responsibility towards the company, transcending simple contractual responsibilities or short-term self-interest. Recognizing the organization's contributions, appreciating its mission, and realizing the reciprocal investment between the individual and the organization are all examples of this commitment in action. Individuals are compelled to continue their affiliation with the organization by the essential nature of normative commitment, which is not just driven by financial incentives but also by a strong sense of moral obligation. This sort of commitment emphasizes the

employee's acknowledgment of the organization's investment in their professional development as well as a related duty to return that investment. Normative commitment is important from an organizational perspective since it helps to foster a workforce that is not only engaged but also internally driven. Employees that display Normative Commitment are more likely to uphold organizational principles, support a collaborative workplace culture, and engage in actions that support the organization's long-term viability. This kind of dedication helps create a supportive work environment where people are committed to the organization's goals rather than just their own short-term interests. In summary, normative commitment represents a fundamental form of allegiance that transcends merely contractual responsibilities and is motivated by personal ethics and values. Its presence within a company denotes a commitment that goes beyond self-interest and a recognition of shared obligations. Organizations that encourage and value normative commitment gain an employee base that is highly engaged, ethically congruent, and actively working to ensure the organization's long-term success.

Tolera (2017) conducted a study with a sample size of 261, including both employees and management, to examine the effect of employee commitment on the performance of the Arjo Didessa Sugar Factory in Ethiopia. Employee dedication was found to have a substantial impact on organizational success in this study. Arjo Didessa Sugar Factory's performance was shown to improve as a result of employee commitment models, as shown by a regression study. Thus, suggestions were made to improve dedication, such as introducing motivating packages and setting up long-term training programs within the business. Gul (2015) also investigated telecommunications firms in Pakistan's Khyber Pakhtunkhwa province. Findings showed a robust relationship between employee commitment, its components, and progress in organizations.

Habib (2019) used survey data from 310 employees at ad agencies in Islamabad, Pakistan, to investigate the relationship between employee commitment and work attitude. According to the results, workers who were more invested in their work also performed better. Those who came to work with a positive attitude also reported higher levels of job satisfaction than their less enthusiastic colleagues. In a similar vein, Patrick Owens (2006) found that dedicated workers significantly boost organizational effectiveness and lower turnover rates.

Chen, Silverthorne, and Hung (2017) looked at the interaction between normative commitment and productivity on the job. The results showed that employees who felt committed to their workplace were more successful in their roles. Based on the findings, it was recommended that businesses work to increase employee loyalty as a means of improving business operations as a whole. Similarly, Lee and Chen (2019) found that employees are more likely to exhibit normative commitment when they experience a sense of belonging to the firm and when they believe their efforts have been recognized and appreciated. Employees whose contributions are valued and appreciated are more invested in the success of the business, which boosts overall efficiency. The purpose of this research is to investigate the current environment of the connection between employee commitment and organizational success.

Normative loyalty, as described by Park and Rainey (2017), is founded on an individual's obligation to remain in the organization due to the leadership's influence. When workers demonstrate normative commitment, they solidify their status as dedicated team members. Employees who feel a moral need to remain in their current positions because they are vital to the organization are said to have normative commitment (Balassiano & Salles, 2012). Employees may show loyalty to their employers for reasons other than personal desire and the potential repercussions of leaving. We pay special attention to contextual and geographical variables in our examination of the banking industry's normative commitment and organizational performance.

There are Significant elements influencing employee commitment that were highlighted by Igella (2020) as organizational dependability, the efficacy of social processes inside the organization, and normative commitment. The study indicated that older workers and organizational position were significant individual factors. Igella (2020) also found that employees' normative commitment was affected by factors such as age, job security, and marital status. Employees' commitment was thought to increase with age, job security was commonly believed to be a factor, and marital status was seen as a significant influencer. We pay special attention to contextual and geographical variables in our examination of the banking industry's normative commitment and organizational performance.

Many academics, including Dex and Smith (2001) referenced by Irefin and Mechanic (2020), have been curious about the connection between employee dedication and organizational success. Finding that family-friendly policies like childcare and remote work options increased employees' commitment and performance in the private sector but not in the public sector, they set out to determine what factors influence employees' normative or affective commitment to their employer. According to the results, companies that show they care about their employees, especially their families, are more likely to see increased loyalty from their staff. This dedication was not based merely on the personal attitudes of specific managers or owners toward their staff, but on the culture and ideals of the firm as a whole.

Katusiime (2018) conducted research through AAR healthcare employees to determine whether or not there was a connection between employee motivation, employee commitment, and individual job performance. Employee dedication was found to significantly correlate with job performance for AAR healthcare personnel, according to the study's findings. A favorable and statistically significant correlation was also found between employee motivation and performance, as well as between employee commitment and performance. Equally, Park and Rainey (2019) stated that commitment to one's organization has a direct and substantial effect on one's performance on the job, and that there is a positive correlation between normative commitment and performance. Employee commitment, employee motivation, and organizational commitment were all found to significantly influence employee performance.

Employees who exhibit normative commitment have a strong sense of duty and obligation to their employer. A deeper bond between the employee and the institution is fostered by this form of dedication, which goes beyond merely meeting contractual requirements and reflects a personal ethical alignment with the organization's principles. According to definition (Green, 2008), Normative Commitment frequently takes the form of employees' polite behavior and unwavering devotion, especially in the face of few other options.

Strong Normative Commitment refers to an individual's sincere desire to perform in ways that support the organization's values and objectives. This dedication is motivated by an internalized awareness of the additional obligations

that come with belonging to the organization. Regardless of the current external conditions, these individuals frequently display actions that reflect the organization's beliefs and practices. This commitment is frequently supported by a conviction that one's efforts are inextricably linked to the accomplishments of the organization and that one plays a vital role in its success. The notion that well-behaved and loyal employees can flourish despite having fewer opportunities demonstrates the effectiveness of Normative Commitment. Such personnel are motivated by a deep sense of commitment rather than by external benefits alone. This innate motivation motivates employees to improve their performance and contribute meaningfully to the firm, regardless of the number of job opportunities accessible. Green's viewpoint emphasizes the importance of Normative Commitment in molding employee behavior and performance. Employees are more likely to approach their work with dedication, dependability, and a strong ethical compass if they feel like they are a part of the organization's fabric. Their dedication goes beyond short-term profits, resulting in a workforce that actively tries to contribute to the organization's advancement and success (Green, 2008).

Despite Innocenti et al. (2013) positive claim that there is a correlation between age and employee commitment, Dick (2017) found that it had just a little effect. That more empirical study is needed is clear evidence of, especially in different circumstances like Africa's developing nations. There is a correlation between one's age and their level of emotional and normative investment in their work because of the significance of age as a predictor of career advancement and employment stability. Therefore, further research is needed to examine the connection between age and commitment in a variety of contexts, especially in the developing countries of Africa.

E. Summary of the Gaps

The purpose of the research is to examine the relationship between employee commitment and organizational performance. This study analyzed previous studies that investigated the correlation between emotional commitment and organizational performance, continuous commitment and organizational performance, and normative commitment and organizational performance. The literature analysis in this investigation revealed that the empirically investigated works fail to fill in

significant blanks in terms of setting, methodology, timeline, and theoretical foundation. That's why researchers conducted their recent survey of corporate morale and productivity.



III. METHODOLOGY

A. Introduction

This chapter represents a thorough overview of various aspects of the research, including the research design, the study population, the sample size and selection, the sampling methods, the research tools, and instruments used, the assessment of reliability and validity, the procedures for data collection, the approaches for data analysis, the ethical considerations, and the limitations of the study. The chapter provides a comprehensive explanation of the methodology used in the research by highlighting its key components. This ensures transparency and helps readers gain a clear understanding of the study's framework and limitations.

B. Research Design

Mugenda and Mugenda (2003) point out that a research design is a plan for conducting a study that specifies how the various steps will be carried out so that the research problem can be solved instantly. A correlation research method was used for the study. The researcher used this type of study design because it is cheap and does not take a lot of time, and it gives a snapshot of a certain time. The expert also used quantitative methods to get information from the people who took part in the study. The statistical numbers that were given to the variables in the quantitative research method made it possible for the researcher to meet the goals of the study by looking at different thoughts and points of view (Kothari, 2004).

C. Study Population

According to Malhotra and Birks (2006), the researcher seeks information from a collection of elements or objects, which is referred to as the target population. The study population targeted are the employees of Afghanistan International bank. According to the Human resource report of 2021, the bank has 645 employees. The target population is hence this employee since they are part and partial of the bank

and understand the study area. According to Yamane (1967), the minimum sample size is $n=247$.

D. Sample Population

According to Yamane (1967) to determine the number of elements to be selected from each stratum the researcher can use a simplified formula for calculation of sample size, suggested that for a 95% confidence level and $e=0.05$, with a population of 645, the size of the sample representatives, 247 respondents are targeted for this research based on formular

$$n = \frac{N}{1 + N[e]^2}$$
$$n = \frac{645}{1 + 645[0.05]^2}$$

N=Number of populations

n= sample

e=standard error at 95% confidence level

The sample population is 247 respondents.

E. Sampling Technique

Sampling methodologies are employed to depict the attributes of the intended populace, thereby enabling the researcher to make a comprehensive inference about the entire population. The present study employed the stratified sampling method, which is classified as a probability sampling technique. The rationale for utilizing the probability sampling technique in this study is due to the presence of a well-defined sampling frame. Hence, it is possible to ascertain the probability of inclusion for each individual within the population. As per the study's scope, individuals in clerical, non-clerical, junior, and apprenticeship positions were excluded from the analysis.

F. Sources of Data

The study utilized primary data to enhance comprehension of the issue at hand. This data was gathered from respondents who were expected to provide firsthand information regarding the subject of the study. The researchers utilized a self-administered survey questionnaire to gather data from the participants. Prior to commencing data collection, the researcher provided a briefing to the management team and other relevant personnel regarding the research objectives.

G. Data Collection Instruments

1. Questionnaire

The utilization of questionnaires as a research instrument for the collection of primary data is a common practice. One such questionnaire is the five-point Likert scale structured question, the researcher used scales of three-component model (TCM) of employee commitment Survey (Meyer, Allen, & Smith, 1993) and Pierre J. R, George S. Yip, and Gerry J (2009). Measuring Organizational Performance. which is designed to elicit essential data from respondents. The researchers distributed physical copies of the questionnaires to the intended participants via personal delivery, while electronic copies of the questionnaires were transmitted via email with the aim of eliciting responses. The instrumental questions that have been devised comprise of two primary components. The first section of the survey is designed to gather demographic and profile data from the participants. The second section is comprised of closed-ended questions that aim to collect data on independent and dependent variables. Specifically, these questions are intended to measure perceptions, effects, and relationships between employee commitment and organizational performance. The survey utilizes a five-point Likert scale, ranging from "strongly agree" to "strongly disagree." The participants were instructed to indicate their degree of agreement or disagreement on each question item by selecting one of the five-point Likert scale options. The study employed a measurement scale comprising of nominal and ordinal intervals. The utilization of an interval scale of measurement is predicated upon the establishment of ordered intervals that are of equal length, with an arbitrary zero value. Conversely, nominal

scale of measurement is applied to categorical data, while ordinal scale of measurement is utilized for categorical data that involve rankings and ordered values.

H. Validity and Reliability

1. Validity Test

The validity of data is measured by how well they correspond to their intended meaning. This indicates that the instrument is performing as expected. As a result, a variety of scholarly sources are used to quantify the impact of these schemes. Except for the demographic questions and the study-related free-text areas, all of the questionnaire items were developed using a five-point-Likert scale. Every possible effort was made to ensure that questionnaire items were directly related to the study's goals. The researcher reached out to corporate employees to acquire primary data, and he evaluated all relevant sources of information to ensure the accuracy of his findings. Below is the formula the researcher used to establish the reliability of the survey and t-test.

$$\text{Content Validity Index (CVI)} = \text{CVI} = \frac{\text{No. of questions declared valid}}{\text{total No. of questions in the questionnaire}}$$

If the overall Content Validity Index (CVI) of the instrument is equal to the average acceptable Index of 0.7 or above, then the instrument was accepted as valid (Amin 2005).

2. Reliability Test

The research's reliability was evaluated by a reliability study. A measure's reliability is its lack of bias and its capacity to provide consistent measurement over time (Sekaran, 2003). The items' positive correlation to one another is measured by the reliability coefficient known as Cronbach's alpha. Cronbach's alpha is considered more trustworthy (Sekaran, 2003) the closer it is near 1. The reliability of the instrument's internal consistency will be validated as the reliability test's mean was determined to be 0.854, which is significantly greater than the acceptable threshold of 0.70. Consequently, the examination was deemed to be credible.

I. Method of Data Analysis

The information gathered from the participants will be inputted into a computer system and evaluated using the Statistical Packages for Social Scientists (SPSS) Version: 27. Descriptive statistics encompass measures such as frequencies, valid percentages, means, and standard deviation. The questionnaires included a summary of demographic characteristics of the respondents, as well as practices related to employee commitment and organization performance. The utilization of inferential statistics was employed to draw conclusions regarding the representativeness of the sample regression, by employing a straightforward regression analysis, this study set out to look at how employee dedication (the independent variable) correlates with organizational success (the dependent variable). The research investigation will prioritize the identification of the appropriate sample size, target population, selection methodology, and data collection instruments to guarantee the credibility and dependability of the findings. The process of data analysis encompassed several types of methodologies, such as factor analysis to uncover the latent factors that underlie the observed correlations among variables, correlation analysis to ascertain the associations between the variables under investigation, and regression analysis to achieve the study's objectives by evaluating the effects between variables.

J. Ethical Considerations

- The researcher made use of information gathered from workers using self-administered questionnaires, with their consent. Respondents were assured that their responses would be kept secret and used only for scholarly research.
- None of the participants were to put their names practically on the survey. The researcher has made every effort to handle the manuscript in accordance with the highest standards of professional ethics, and all obtained data will remain strictly confidential.
- Thirdly, participants needed to be informed of the study's goals and assured that their responses would be kept confidential and used solely for research purposes.

- All appropriate methods were employed in the study, and whenever the researcher had questions, they were directed to the supervisor for explanation.
- The data was obtained by interpreting the study in accordance with the accepted standard methodology and excluding any elements that were extraneous to the interpretation of the data.



IV. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

A. Introduction

This chapter outlines the findings of an investigation that was carried out to inspect the impact of employee commitment on the performance of the International Bank of Afghanistan (AIB). The present chapter is structured in accordance with the demographic characteristics of the participants, followed by an analysis that aligns with the research objectives presented in a systematic manner. The sub-chapters below exhibit the presentation, analysis, and interpretation of the data.

B. Demographic Analysis of Respondents

This study took into consideration the gender, age, education, and marital status of the participants. The purpose of this was to gain a comprehensive understanding of the key characteristics of the respondent that may impact the outcome of the study. Below, we present an analysis of various demographic characteristics.

Table 1 Gender of Respondents

Gender	Frequency	Percent
Female	34	13.6
Male	216	86.4
Age		
18-30 Years	134	53.6
30-50 years	79	31.6
Above 50 Years	37	14.8
Education		
High School	1	.4
Bachelor's Degree	202	80.8
Master's degree	47	18.8
Marital Status		
Single	118	47.2
Married	132	52.8
Total	250	100.0

Source: Primary Data, 2023

Table 1 findings regarding the demographic respondents, gender of respondents indicate that 216 (86.4%) respondents were male and only 34 (13.6%) were female. On the basis of the age of respondents, 124 (53.6%) Participants' ages ranged from 18 to 30., 79 (31.6%) Participants' ages ranged from 30 to 50., and 37 (14.4%) respondents were over the age of 50. On Education of respondents, there were 202 (80.8%) respondents holding an undergraduate diploma, 47 (18.8%) participants with a graduate degree, and 1 (0.4%) respondent with a high school diploma, indicating that respondents who were able to respond to the question items had sufficient understanding of the study. In terms of respondents' marital status, there were 132 (52.8%) married respondents and 118 (47.2%) unmarried respondents in the study.

C. Descriptive Analysis

Here the researcher set to determine the level of the variables, to accomplish this, the researcher used mean and standard deviation to measure the level of the employee commitment and furthermore determine the level of performance of international bank of Afghanistan.

1. Descriptive Analysis of Employee Commitment in Afghanistan International Bank, Kabul Afghanistan

Table 2 Descriptive Analysis of Employee Commitment in International Bank of Afghanistan (n=250)

Descriptive Statistics of Employee Commitment			
	Mean	Std. Deviation	Interpretation
I would be happy to spend the rest of my career in this organization.	4.304	.730	Very High
I really feel as if this organization's problems are my own.	4.212	.669	High
I do not feel a strong sense of belonging to my organization.	4.944	.277	Very High
I do not feel emotionally attached to this organization	4.928	.351	Very High
I do not feel like am part of the family at my organization	4.976	.177	Very High
This organization has a great deal of personal meaning for me	3.980	.617	High
Affective Commitment	4.557	0.470	Very High

Table 2 (cont.) Descriptive Analysis of Employee Commitment in International Bank of Afghanistan (n=250)

Descriptive Statistics of Employee Commitment			
	Mean	Std. Deviation	Interpretation
Right now, staying with my organization is a matter of necessity as much as desire.	4.036	.373	High
It would be very hard for me to leave my organization right now, even if I wanted to.	3.960	.472	High
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	3.908	.510	High
I feel that I have too few options to consider leaving this organization.	3.988	.329	High
If I had not already put so much of myself into this organization, I might consider working elsewhere.	4.032	.197	High
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	4.004	.245	High
Continuous Commitment	3.988	0.354	High
I do not feel any obligation to remain with my current employer.	4.080	.325	High
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3.948	.449	High
I would feel guilty if I left my organization now.	4.240	.626	High
This organization deserves my loyalty.	4.320	.568	Very High
I would not leave my organization right now because I have a sense of obligation to the people in it.	4.044	.422	High
I owe a great deal to my organization.	4.016	.429	High
Normative Commitment	4.108	0.470	High
Overall Mean	4.217	0.431	High

Table 3 Interpretation Scales for Means

Mean Range	Respondent	Interpretation
4.22 - 5.00	Strongly Agree	Very High
3.42 - 4.21	Agree	High
2.62 - 3.41	Not Sure	Moderately High
1.81 - 2.61	Disagree	Low
1.00	Strongly Disagree	Very Low

Results in Table 3 provide descriptive analysis of employee commitment in international bank of Afghanistan (n=250). The findings based on the information attained from the field indicate that the overall mean was (M=4.217) and Standard

deviation was (SD=.431) interpreted as high based on the mean interpretation. The study results show that the employee commitment in international bank of Afghanistan was found to be high amongst the employees.

Affective commitment was based on 6 items all measured based on a 5 Likert scale measure, the mean average received on the affective commitment among the employees in international bank of Afghanistan is generally moderate with the mean (M=4.557) and standard deviation was (SD=.470), the findings are interpreted as very high meaning that there is high affective commitment amongst the employees in international bank of Afghanistan.

Continuance commitment sub-construct was measured based on the mean of (M=3.988) and the standard deviation was (SD= 0.354), interpreted as high, the findings were based on a 5 Likert scale measure, and the findings attained are an indication that employees of international bank of Afghanistan are highly committed continuance form in their execution of the duties in the bank.

In the case of normative commitment, the researcher found that the mean responses for the study was (D=4.108) the standard deviation was SD(0.470) interpreted as high, the variable of normative commitment was based on 5 Likert scale measure interpreted as high, meaning that the employees in International bank of Afghanistan is generally in high terms and these reveal that the status of the normative commitment amongst the employees is high amongst the employees in the bank.

2. Descriptive Analysis of Organization Performance in Afghanistan International Bank, Kabul Afghanistan

Table 4 Descriptive Analysis of Organizational Performance at International Bank of Afghanistan (n=250)

	Mean	Std. Deviation	Interpretation
The bank has attained increased profitability levels.	4.0640	.40566	High
The bank attains profits from increased in the sales.	4.0680	.47357	High
The bank has attained increased sales reverence through marketing.	4.1080	.43020	High
The bank has attained sales revenue through new products introduction.	4.0800	.39270	High
The bank operations ensure cost reduction efforts.	4.0200	.43400	High
The bank has attained more account holding and savings.	4.0600	.39117	High
The bank has opened up more branches.	3.9640	.54763	High
Organization Performance	4.052	0.439	High

Source: Primary Data, 2023

Results in Table 4 show the descriptive Analysis of organization performance in international bank of Afghanistan. The findings from the study indicate that the status of performance of international bank of Afghanistan is generally well performing with the performance rated with the mean of (M=4.052), the standard deviation was SD=.439 interpreted as good. The findings indicate that the mean responses on the study items of profits, sales, cost of operations and branches of the bank are generally high among the employees in international bank of Afghanistan.

D. Factor Analysis

In Factor analysis we are going to discuss how variables related to notion of the study and this is a statistical tool that is used in research to find hidden patterns or structures in the data. This is accomplished by identifying underlying factors or latent variables that explain the correlations between the variables that are seen. Its purpose is to make complicated data sets easier to understand by minimizing the number of dimensions in the data and locating a smaller number of factors that may properly convey the connections between the observed variables.

1. Affective Commitment

Table 5 Factor Analysis of Affective Commitment

Name of Factor	Question Code	Question statement	Factor Weight	% Of Variance
Affective commitment	AC1	I would be happy to spend the rest of my career in this organization	.791	54.56
	AC2	I really feel as if this organization's problems are my own.	.725	17.75
	AC3	I do not feel a strong sense of belonging to my organization.	.697	9.69
	AC4	I do not feel emotionally attached to this organization	.691	7.73
	AC5	I do not feel like am part of the family at my organization	.786	6.25
	AC6	This organization has a great deal of personal meaning for me	.736	3.98

Source: Primary Data 2023

Regarding affective commitment, six factors with component matrix scores exceeding 0.5 were identified and retained. All factors with a factor weight greater than 0.5 were also retained. The factor analysis revealed a significant relationship

between these factors, with a total percentage change of 54.56 percent, indicating that the items within each factor were strongly interconnected.

2. Continuance Commitment

Table 6 Factors Analysis of Continuance Commitment

Name of Factor	Question Code	Question statement	Factor Weight	% Of Variance
Continuance Commitment	CC1	Right now, staying with my organization is a matter of necessity as much as desire.	.683	58.73
	CC2	It would be very hard for me to leave my organization right now, even if I wanted to.	.803	17.52
	CC3	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	.812	10.80
	AC4	I feel that I have too few options to consider leaving this organization.	.768	5.77
	CC5	If I had not already put so much of myself into this organization, I might consider working elsewhere.	.750	3.98
	CC6	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	.775	3.17

Source: Primary Data 2023

Regarding continuance commitment, six factors with component matrix scores exceeding 0.5 were identified and retained. All factors with a factor weight greater than 0.5 were also retained. The factor analysis revealed a significant relationship between these factors, with a total percentage change of 58.73 percent, indicating that the items within each factor were strongly interconnected.

3. Normative Commitment

Table 7 Factor Analysis of Normative Commitment

Name of Factor	Question Code	Question statement	Factor Weight	% Of Variance
Normative Commitment	NC1	I do not feel any obligation to remain with my current employer	.674	59.98
	NC2	Even if it were to my advantage, I do not feel it would be right to leave my organization now	.724	14.01
	NC3	I would feel guilty if I left my organization now.	.783	9.33
	NC4	This organization deserves my loyalty.	.821	8.94
	NC5	I would not leave my organization right now because I have a sense of obligation to the people in it.	.802	5.01
	NC6	I owe a great deal to my organization.	.831	2.70

Source: Primary Data 2023

Regarding affective commitment, six factors with component matrix scores exceeding 0.5 were identified and retained. All factors with a factor weight greater than 0.5 were also retained. The factor analysis revealed a significant relationship between these factors, with a total percentage change of 59.98 percent, indicating that the items within each factor were strongly interconnected.

4. Organization Performance

Table 8 Factors Analysis of Organization Performance

Name of Factor	Question Code	Question statement	Factor Weight	% Of Variance
Organization Performance	OP1	The bank has attained increased profitability levels	.895	75.164
	OP2	The bank attains profits from increased in the sales	.862	8.90
	OP3	The bank has attained increased sales revenue through marketing	.886	5.42
	OP4	The bank has attained sales revenue through new products introduction	.915	3.26
	OP5	The bank operations ensure cost reduction efforts	.878	3.15
	OP6	The bank has attained more account holding and savings	.901	1.87
	OP7	The bank has opened up more branches	.717	1.55

Source: Primary Data 2023

Regarding Organization Performance, seven factors with component matrix scores exceeding 0.5 were identified and retained. All factors with a factor weight greater than 0.5 were also retained. The factor analysis revealed a significant relationship between these factors, with a total percentage change of 75.16 percent, indicating that the items within each factor were strongly interconnected.

E. Reliability of the Instruments

The Cronbach Alpha Coefficient test was utilized so that we could determine whether or not the study equipment was reliable. In particular, this examination examined the research items that were placed in order in the questionnaire.

Table 9 Reliability of the Instrument

	Cronbach's Alpha	N
Affective Commitment	.781	250
Continuance Commitment	.839	250
Normative Commitment	.858	250
Organization Performance	.938	250
Average	.854	

Source: Primary Data 2023

The reliability of the instrument's internal consistency will be validated as the reliability test's mean was determined to be 0.854, which is significantly greater than the acceptable threshold of 0.70. Consequently, the examination was deemed to be credible.

F. Correlation Analysis

The goal of conducting correlation analysis is to assess the degree of association between the variables under investigation, thereby enabling the measurement of the relationship among them. A correlation analysis was conducted, having a significance value of less than 0.05. The study aimed to determine the how the factors are related to each other under investigation, and this formed the basis for interpretation.

Table 10 Correlation Analysis between Variables

		Correlations			
		Continuance commitment	Affective commitment	Normative commitment	Organization Performance
Continuance commitment	Pearson	1	.543**	.688**	.639**
	Correlation				
	Sig. (2-tailed)		.000	.000	.000
	N	250	250	250	250
Affective commitment	Pearson	.543**	1	.791**	.593**
	Correlation				
	Sig. (2-tailed)	.000		.000	.000
	N	250	250	250	250
Normative commitment	Pearson	.688**	.791**	1	.704**
	Correlation				
	Sig. (2-tailed)	.000	.000		.000
	N	250	250	250	250
Organization Performance	Pearson	.639**	.593**	.704**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2023

Table 10 examines the correlation between variables, the results had R-.639 and P= .000<0.05. The statistical analysis revealed that the P-value was below the 95% confidence interval, thereby indicating a significant positive relationship between

continuance commitment and the performance of the International Bank of Afghanistan.

The results had $R = .593$ and $P = .000 < 0.05$. The statistical analysis revealed that the P value was below the 95% confidence interval, indicating a significant positive correlation between the performance of the International Bank of Afghanistan and affective commitment.

The result had $R = .704$ and $P = .000 < 0.05$. The statistical analysis revealed that the P-value was lower than the established 95% confidence interval, suggesting a significant positive correlation between normative commitment and the performance of the International Bank of Afghanistan.

G. Regression Analysis

To achieve the study's objectives, the researcher aimed to figure out how all of the variables are connected under investigation. The current research involved a simple regression analysis to examine the impact of (IVs) on the performance of the International Bank of Afghanistan.

1. Effect of Affective Commitment on Organizational Performance at International Bank of Afghanistan

Table 11 Effect of Affective Commitment and Organizational Performance at International Bank of Afghanistan

Model	R	R Square	Model Summary		Std. Error of the Estimate	
			Adjusted R Square			
1	.593 ^a	.352		.350	.30438	
a. Predictors: (Constant), Affective commitment						
Model		Sum of Squares	ANOVA ^a			
			df	Mean Square	F	Sig.
1	Regression	12.490	1	12.490	134.809	.000 ^b
	Residual	22.977	248	.093		
	Total	35.467	249			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Affective commitment						
Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta		
1	(Constant)	1.188	.247		4.801	.000
	Affective commitment	.628	.054	.593	11.611	.000

Source: Primary Data 2023

Table 11, results had an R-value of 0.593, indicating that affective commitment has a 59.3% positive impact on the performance of the (AIB). The findings of the study had an estimated standard error of .30438, indicating that the data obtained was substantially related to the findings.

The ANOVA results table, the F-value was 134.809, which is generally high, and the p-value was .000, which is less than the 95% confidence interval, indicating that affective commitment is statistically associated with international bank of Afghanistan's performance.

On the coefficients of determination, the p-values for affective commitment and organizational performance of the (AIB) were 0.000 and 0.000, respectively, exceeding the 95% confidence interval required to determine the significance level. Since there was a statistically significant effect of affective commitment on organizational performance at the International Bank of Afghanistan, thereby first hypothesis is taken as accepted.

2. Effect of Continuance Commitment on Organizational Performance at International Bank of Afghanistan

Table 12 Effect of Continuance Commitment and Organizational Performance at International Bank of Afghanistan

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.639 ^a	.409	.407	.29075		
a. Predictors: (Constant), Continuance commitment						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.502	1	14.502	171.551	.000 ^b
	Residual	20.965	248	.085		
	Total	35.467	249			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Continuance commitment						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.575	.266		2.160	.032
	Continuance commitment	.872	.067	.639	13.098	.000

a. Dependent Variable: Organization Performance

Source: Primary Data 2023

Table 12 results had an R-value of 0.639, indicating that the continuance commitment has a 63.9% positive impact on the performance of the (AIB), The findings of the study had an estimated standard error of.29075, indicating that the data obtained was substantially related to the findings, according to the study.

The ANOVA results table indicates the effect of continuance commitment on international bank of Afghanistan's organizational performance; the F-value was 171.551, which is generally high, the p-value was.000, which is less than the 95% confidence interval, indicating that continuance commitment is statistically related to international bank of Afghanistan's performance.

On the coefficients of determination, the p-values for continuance commitment and organizational performance were 0.000 and 0.032, respectively; these p-values were above the 95% confidence interval required to determine the significance level. The results of the findings indicate that a commitment to continuity has a statistically significant effect on the performance of the (AIB), Thereby second hypothesis is taken as accepted. /Supported.

3. Effect of Normative Commitment on Organizational Performance at International Bank of Afghanistan

Table 13 Effect of Normative Commitment and Organizational Performance at International Bank of Afghanistan

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.495	.493	.26865

a. Predictors: (Constant), Normative commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.568	1	17.568	243.424	.000 ^b
	Residual	17.899	248	.072		
	Total	35.467	249			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Normative commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.083	.191		5.671	.000
	Normative commitment	.723	.046	.704	15.602	.000

a. Dependent Variable: Organization Performance

Source: Primary Data 2023

The findings result had R-value of .704, indicating that normative commitment has a 70.4% positive impact on the performance of the international bank of Afghanistan. The findings of the study had an estimated standard error of .26865, indicating that the data obtained was substantially related to the findings.

The ANOVA table, F-value was 243.424, which is generally high, and the p-value was .000, which is less than the 95% confidence interval, indicating that normative commitment has a statistically significant relationship with international bank of Afghanistan's performance.

On the coefficients of determination, findings were provided regarding the effect of normative commitment and organization performance based on the (AIB). The P-values for normative commitment and organization performance were 0.000 and 0.000, respectively, exceeding the 95% confidence interval required to determine the significance level. The study's findings indicate that normative commitment has a statistically significant impact on the performance of the (AIB). thereby third hypothesis is taken as accepted.

Table 14 Hypothesis Rejection or Acceptance

No	Hypotheses	P-value	Decision
H1	There is a statistically significant Positive effect of affective commitment on organizational performance at international bank of Afghanistan.	$.000 < 0.05$ Beta .593	Accepted
H2	There is a statistically significant Positive effect of continuance commitment on organizational performance at international bank of Afghanistan.	$.000 < 0.05$ Beta .639	Accepted
H3	There is a statistically significant Positive effect of normative commitment and organizational performance at international bank of Afghanistan	$.000 < 0.05$ Beta .704	Accepted

V. DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A. Introduction

The final section discusses what was uncovered, draws conclusions from what was found, and then gives suggestions. Lastly, it offers places where more research could be done because this report couldn't cover everything.

B. Discussion of Findings

1. Relationship between Affective Commitment and Organizational Performance at International Bank of Afghanistan

Affective commitment has a 59.3% positive impact on the performance of the (AIB). The findings of the study had an estimated standard error of .30438, indicating that the data obtained was substantially related to the findings and the p-value was .000, which is less than the 95% confidence interval, indicating that affective commitment is statistically associated with international bank of Afghanistan's performance.

The results of the study are consistent with those Irefin and Mohammed (2020) at Coca-Cola Nigeria Limited in Maiduguri, Borno State. The research methods used in this investigation were both descriptive and explanatory. The results show that employee commitment at Coca-Cola Company Plc is extremely high, that it has a moderately strong correlation with organizational performance, and that it has a very strong correlation with employee turnover. The results of the study are consistent with those Dixit and Bhati (2018) used a survey and a literature review to investigate the relationship between emotional employee commitment and long-term productivity in India's auto-parts manufacturing sector. The results show that in the car component sector, employee commitment (effective) is significantly linked to long-term productivity. Affective, continuance, and normative commitments were found to have a positive relationship with the long-term success of the organization.

The results of the study are consistent with those Research conducted on leasing companies in Sri Lanka, Bandula and Lakmini (2020) investigated the effect of affective employee commitment on job performance. A total of 115 employees from specialized Leasing companies (SLCs) and Licensed Finance Companies (LFCs) participated in the survey. The observation showed that employee dedication influenced employee job performance, proving that employee dedication is substantially associated with one's level of success in one's career. In addition, the data analysis demonstrates that employee dedication has a substantial impact on efficiency at work.

2. Relationship between Continuance Commitment and Organizational Performance at International Bank of Afghanistan

Continuance commitment has a 63.9% positive impact on the performance of the (AIB), The findings of the study had an estimated standard error of.29075, indicating that the data obtained was substantially related to the findings, according to the study and the p-value was.000, which is less than the 95% confidence interval, indicating that continuance commitment is statistically related to international bank of Afghanistan's performance. The results of the study are consistent with those stated by Nehmeh (2019). Strong loyalty to the group is the end result of a high level of consistent effort. When an employee makes a continued commitment, he or she does so passively since the alternative would be to leave the company. Employees who are very invested in staying with their current company tend to assume that their education and experience are not readily transferable to other businesses. The results of the study are consistent with those of Heilman and Kennedy (2018), private sector workers who have a strong commitment to staying with their current employer tend to stay with that employer. People who have made a "continuance commitment" to an organization do so not because they believe in its ideals but because of the personal and professional commitments they have made there.

3. Relationship between Normative Commitment and Organizational Performance at International Bank of Afghanistan

Normative commitment has a 70.4% positive impact on the performance of the international bank of Afghanistan. The findings of the study had an estimated standard error of.26865, indicating that the data obtained was substantially related to

the findings and the p-value was.000, which is less than the 95% confidence interval, indicating that normative commitment has a statistically significant relationship with international bank of Afghanistan's performance. The results of the study are consistent with those Andrew (2017) investigated the connection between one's level of normative commitment and their level of job performance and discovered that there is a positive correlation among them. Their research indicated that, in an effort for advancement organizational performance, businesses must strengthen employee commitment to the organization. Mathotaarachchi (2018), conforming to the findings of Chen et al. (2006), emphasized that for an organization to attain success, it is imperative to have a significant degree of employee dedication in order to achieve long-term excellence in performance. The results of the study are consistent with the Khan (2018), looked at 153 workers in the oil and gas industry in Pakistan (both public and private), and found that all three types of employee commitment (affective, continuance, and normative) had a significant effect on job performance. Employee commitment was found to positively correlate with job performance, indicating that job performance is a significant factor in shaping employee dedication.

C. Conclusions

The general objective of the study was to establish the relationship between employee commitment and organizational performance in International Bank of Afghanistan.

1. Objective One: Relationship between Affective Commitment and Organizational Performance of International Bank of Afghanistan.

The findings regarding the first objective indicate that affective commitment has a 59.3% positive impact on the performance of the (AIB). The F-value was 134.809, which is generally high, and the p-value was.000, which is less than the 95% confidence interval, indicating that affective commitment is statistically associated with international bank of Afghanistan's performance. The research concluded that affective commitment was a key factor in influencing organizational effectiveness. According to the findings, the International Bank of Afghanistan can improve its performance by capitalizing on employees' affective commitment.

Affective commitment is the power to favorably influence organizational performance results via the cultivation of strong emotional ties and steadfast loyalty among personnel. These findings highlight the value of investing in committed and enthusiastic personnel and the impact that can have on the bank's performance and growth.

2. Objective Two: Relationship between Continuance Commitment and Organizational Performance of International Bank of Afghanistan

The findings regarding the second objective indicate that continuance commitment has a 63.9% Positive impact on the performance of the (AIB). The F-value was, 171.551 which is generally high, and the p-value was.000, which is less than the 95% confidence interval, indicating that continuance commitment is statistically associated with international bank of Afghanistan's performance. According to the findings, continuance commitment plays a vital role. Thus, to leverage this relationship and improve performance, it could be advantageous to concentrate on strategies that promote and strengthen employee loyalty.

3. Objective Three: Relationship between Normative Commitment and Organizational Performance of International Bank of Afghanistan

The findings regarding the third objective indicate that normative commitment has a 70.4% positive impact on the performance of the (AIB). The F-value was 243.424 which is generally high, and the p-value was.000, which is less than the 95% confidence interval, indicating that normative commitment is statistically associated with international bank of Afghanistan's performance. Based on these findings, the recommendation is to focus actions that improve and strengthen normative commitment among (AIB) staff.

D. Recommendations

1. H1: Effect of Affective Commitment on Organization Performance at (AIB)

A recommendation based on these findings would be to prioritize initiatives and strategies that promote and enhance affective employee commitment. Fostering a positive work environment, promoting an effective organizational culture, recognizing, and rewarding employee contributions, and offering opportunities for

personal and professional development can all contribute to enhancing affective commitment.

2. H2: Effect of Continuance Commitment on Organization Performance at (AIB)

According to the findings, continuance commitment plays a vital role. Thus, to leverage this relationship and improve performance, it could be advantageous to concentrate on strategies that promote and strengthen employee loyalty, and this may involve providing incentives for long-term commitment, offering chances for career progression, and cultivating a healthy work environment that inspires employee loyalty and dedication.

3. H3: Effect of Normative Commitment on Organization Performance at (AIB)

Based on these findings, the recommendation is to focus actions that improve and strengthen normative commitment among (AIB) staff. Consider techniques include fostering a strong organizational culture that promotes shared values and a feeling of purpose to encourage normative commitment. Encourage staff through involvement and participation in decision-making processes, individuals can cultivate a sense of ownership and dedication to the bank's vision and goals. Furthermore, create chances for workers to contribute to the community or society, since this can boost their feeling of duty toward the firm.

E. Areas of Further Research

The researcher recommends conducting further studies to enhance the existing research on the relationship between employee commitment and organizational performance, given the significant amount of time, complexity, and breadth involved. To gain a better understanding of this subject matter, it is advisable to explore the following areas. Through this approach, researchers can effectively address the pertinent gaps and complexities that require concentrated attention. This, in turn, can contribute to the current body of knowledge and offer valuable insights into the relationship between employee commitment and organizational performance.

- The organizational culture and organizational performance,
- Employee attitudes and organizational performance.

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APPENDICES

QUESTIONNAIRE

I am a conducting a study on “The effect of employee commitment and organizational performance at Afghanistan International bank. I am conducting a study that leads to the award of Maters of business administration. Kindly feel free to answer the questionnaire by ticking the options that suit your response.

QUESTIONS: instructions (Tick the appropriate box)

SECTION A: Background Information of Respondents

1) Gender

Female

Male

2) Age

0-18 years

18- 30 years

30-50 years

Over 50 Years

3) Educational Status

High school

Bachelor’s degree

Master’s degree or above

4) Marriage Status

Single

Married

Section B: Affective commitment, scales by (Meyer, Allen, & Smith, 1993)

Please tick the options that suit your level of agreement for each of the following questions. The options are.

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

No.	Statement	1	2	3	4	5
1.	I would be happy to spend the rest of my career in this organization					
2.	I really feel as if this organization's problems are my own.					
3.	I do not feel a strong sense of belonging to my organization.					
4.	I do not feel emotionally attached to this organization					
5.	I do not feel like am part of the family at my organization					
6.	This organization has a great deal of personal meaning for me					

Section C: Continuance commitment, Scales by (Meyer, Allen, & Smith, 1993)

Please tick the options that suit your level of agreement for each of the following questions. The options are.

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

No.	Statement	1	2	3	4	5
1.	Right now, staying with my organization is a matter of necessity as much as desire.					
2.	It would be very hard for me to leave my organization right now, even if I wanted to.					
3.	Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
4	I feel that I have too few options to consider leaving this organization.					
5.	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
6.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					

Section D: Normative commitment of employees, scales by (Meyer, Allen, & Smith, 1993)

Please tick the options that suit your level of agreement for each of the following questions. The options are.

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

No.	Statement	1	2	3	4	5
1.	I do not feel any obligation to remain with my current employer.					
2.	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
3.	I would feel guilty if I left my organization now.					
4.	This organization deserves my loyalty.					
5.	I would not leave my organization right now because I have a sense of obligation to the people in it.					
6.	I owe a great deal to my organization.					

Section E: Organization Performance Scales by Pierre, George and Gerry (2009).

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

No.	Statement	1	2	3	4	5
1.	The bank has attained increased profitability levels					
2.	The bank attains profits from increased in the sales					
3.	The bank has attained increased sales revenue through marketing					
4.	The bank has attained sales revenue through new products introduction					
5.	The bank operations ensure cost reduction efforts					
6.	The bank has attained more account holding and savings					
7	The bank has opened up more branches					

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Appendix C : Etic

Evrak Tarih ve Sayısı: 04.01.2023-73486



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı :E-88083623-020-73486
Konu :Etik Onayı Hk.

04.01.2023

Sayın Abdul Baset AYOUBI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 29.12.2022 tarihli ve 2022/21 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr. Öğr. Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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RESUME

