Organizational Commitment and Its Impact Productivity

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Abstract— **The need for this study arose from the acknowledgement of organizational commitment on employee productivity as the most critical in all organizational analyses, and the determinant often found between goals of the organizational all the needs of employee within it, therefore, necessary to empirically study how the impact of organizational commitment on employee are coping with the challenges of employee productivity. The presence of organizational commitment to employees can be used to gain employees support for organization and in turn maximize the benefits it receive from their employee with greater productivity and individual performance seems to increase in the same proportions. Organizational commitment and employee productivity issue are emerging as the most critical work force management challenges of the past, present and immediate future driven by, employee loyalty. Frontline manager, supervisions, a project leader, team captain or human resource manager actually has more power in an organization to reduce poor productivity, because the factors that drive employee satisfaction and commitment are largely within the direct manager's control, and for this to be achieved successfully there is need to understand the motive as a bases of performance require to motivate employee in order to improve their commitment to the organization.**

Index Terms— **Employee's Identification, Productivity, Commitment, Organizational Thinking**

I. INTRODUCTION

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is relatively on its effectiveness to degree to which achieves its goal.
To recognize that the human element and the organization are synonymous. A well managed organization usually sees an average worker as the root source of quality and productivity gains, to capital investment. But to employees as the fundamental sources of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit, of cooperation and sense of sphere of its influence.
As organization battle to get the most from their existing employee in an environment characterized by skill shortages such the role of human resource practices in the organization in fostering employee engagement and commitment is paramount, in doing this many organizations is aware of the significant impact both positive and negative that employee have on, organizational performance and productivity.

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Many successful organizations are strongly committed to look after their employee needs because they belief that organization that foster employee satisfaction can secure greater employee commitment. (Popoola. et al 2007). Commitment is a belief, which reflects "the strength of a person's attachment to an organization". Researchers have suggested that reciprocity is a mechanism underlying commitment and that employees will offer their commitment to the organisation in reciprocation for the organisation having fulfilled its psychological contract.

By fulfilling obligations relating to pay, job security, and career development, employers are creating a need for employees to reciprocate, and this can take the form of altitudinal reciprocity through enhanced commitment and consequently influence employees to stay with the organisation.

Meyer & Alien (1991) in the previous studies of the concept commitment have substantiated that employee commitment to the organisation has a positive influence on job performance. Many successful organizations are strongly committed to look after their employee needs because they belief that organization that foster employee satisfaction can secure greater employee commitment as organization battle to get the most from their existing employee in an environment characterized by skill shortages as such, the role of human resources practice in the organization in fostering employee engagement and commitment is paramount. In this direction, attainment of organization objective is hinged on the significant impact both positive and negative that employees have on organizational performance and productivity (Wagar 2003).

According to, commitment is a belief which reflects the strength of an employee attachment to an organization. The policy of organizational commitment to employees can be used to gain employees support and in turn maximize the benefits it receive from their employee with greater productivity and the individual performance, also increase in the same proportion. Commitment is a measure of the relative strength of an employee's identification with an involvement in a particular organization. It can also be viewed as the knowledge, skills, abilities and experience of the work force which is useful to the organization only if the employees are willing to apply it to the achievement of the organization goals.

STATEMENT OF THE PROBLEM

Lack of organization commitment gave negative effects on employee productivity which to a large extent contribute immensely to failure of organization not achieving their goals. Organization commitment to employee can be achieve through various motivation incentives, however, they cannot

easily be achieved due to some problems based on the fact. That in what way can employer and employee be committed, and how can organization continually meet the requirement and use of employee.

OBJECTIVES OF THE STUDY

The study will achieve the following objectives:

1. To examine the concept of organizational commitment on employee's performance.
2. To examine the need for the employee's satisfaction.
3. To examine the effect of organizational commitment to the employee performance.
4. To examine the effect of organization structured plan on employees performance

RESEARCH HYPOTHESES

The following research hypotheses will be formulated and statistically or validity.

- HO: There will be no significant effect of organizational commitment on employee performance
- HI: There will be significant effect of organizational commitment on employee performance
- HO: There will be no significant relationship between employee Satisfaction and organizational productivity
- HI: There will be significant relationship between employee Satisfaction and organizational productivity
- HO: There is no linkage between motivation and employee commitment.
- HI: There is linkage between motivation and employee commitment.
- HO: There is no significant relationship between structured plan and organizational productivity.
- H1: There is significant relationship between structured plan and organizational productivity.

II. LITERATURE REVIEW

Employee commitment, productivity issues are emerging as the most critical work force management challenges of the immediate future, driven by employee loyalty concerns, corporate restructuring efforts and competition for key talent, for many firms surprise employee departures can have a significant effect on the execution of business plans and may eventually cause a parallel decline in productivity. According to Kreisman, (1998) in his work on poor manager- categories, people who are engaged (loyal and productive) those who are not engaged (just putting in time), and those who are actively disengaged (unhappy and spending their discontent), even in the "best of time". The findings of the study indicate that 26% of the working population.

The rest of the population in either "not engaged 55%" or "actively disengaged 26%. Kreisman, (I998) in his research on the subject of "identification of the driven of employee dissatisfaction leading to turnover, further notes: productivity

and retention rates generally fall further as employees become distracted, confused and preoccupied with potential outcomes immediately following an organizational transition such as a major restructuring, corporate downsizing, manager acquisition etc.

Recent studies have shown that the manager supervisor, a project leader's team 'Captain' or senior manager, actually has move power than anyone else to reduce unwanted turnover. This is because the factors that drive employee satisfaction and commitment are largely within the direct manager's control. These include providing recognition and feedback, the opportunity to learn and grow, fair compensation reflecting on employee's contribution and value to the organization, a good work environment, competencies, needs, desire and style.

THE CONCEPT OF EMPLOYEE COMMITMENT

Monday, et al (1982), refers employee commitment to congruence between the goals of the individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. Meyer and Allen (1994) also states that employee commitment is a psychological state that: Characterizes the employee's relationships with the organization and have implications for the decision to continue membership in the organization.

Employee commitment has been described as consisting of affective and /continuance as an attitude, differences between commitment and job satisfaction are seen in several ways. Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or various facets of the job and also an attitude toward work related conditions, facets, or aspects of the job. Therefore, commitment suggests more of an attachment to the employing organization as opposed to specific tasks, environmental factors, and the location where the duties are performed. When discussed on these terms, commitment should be more consistent than job satisfaction over time.

"Although day-to-day events in the work place may affect an employee's level of job satisfaction, such transitory events should not cause an employee to value seriously his or her attachment to the overall organization". "Relationships Employees" he proved that the several of the level job satisfaction; store location had a significant effect on level of satisfaction with policies, also the level of education significantly affected satisfaction with recognition. Further, satisfaction with policies, compensation, work conditions and advancement were found to have a significant relationship to organizational commitment.

As such, he affirmed that Poor Job Match, poor work ethic, absenteeism, substance abuse/employee fraud and theft, weak managers, and employee turnover are some of the factors that contribute to substandard productivity. Today's global business leaders depend on significant productivity increases to maximize the bottom line. Consequently, employees are asked to do more each day with less, resulting in a mismatch of resources and loss of productivity. Fortunately, employee

productivity increases can be achieved by knowing more about your employees and what motivates them.

STRONG AND WEAK CULTURE

Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values. Conversely, there is weak culture where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy. Where culture is strong-people do things because they believe it is the right thing to do-here is a   risk   o   another phenomenon. This is a state where people, even if they have   different   ideas,   do   not   challenge   organizational thinking, and therefore   there   is   a reduced capacityfor innovative   thoughts. This   could occur, for example, where there is heavy reliance on a central charismatic figure in the organization, or where there is an evangelical belief in the organization's values, or also in groups where a friendly climate is at the base of their identity (avoidance of conflict).

In fact groupthink is very common, it happens all the time, in almost every group. Members that are defiant are often turned down or seen as a negative influence by the rest of the group, because they bring conflict (Guest, 1985). Innovative organizations need individuals who are prepared to challenge the status quo-be it group within or bureaucracy, and also need procedures to implement new ideas effectively.

Arthur (1994) states that the dynamics of organizational culture are an "evolutionary" process that can change and evolve with the proper Psychology of Leadership

STRATEGIES USED FOR MOTIVATION AS ORGANIZATIONAL COMMITMENT

Organizational Commitment can beachieved through, organizational trust and motivation.   When   employees posses organizational trust, they believe organizational actions will benefit them and generally have confidence in the words and actions of other people. Mistrust results when information   is   withheld,   resources   are   allocated inconsistently, and employees have limited support from management.

Motivation is a basic psychological process. A recent data-based   comprehensive   analysis   concluded   that competitiveness problems appear to be largely motivational in nature. Along with perception, personality, attitudes, and learning, motivation is a very important element of behaviour. Nevertheless, motivation is not the only explanation of behaviour. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of inf1uencing behaviour based on the knowledge of what make people tick (Anthur, l998).

Anthur, (1998) asserts that motivation is the process that arouses, energizes, directs and sustains behaviour and performance. That is, it is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Money is not the only motivator.

Long with perception, personality, attitudes, and learning, motivation is a very, important part of understanding behaviour. Anthur, (1998) asserts that motivation should not be thought of as the only explanation of behaviour, once it interacts; saying that, "the ultimate test of organizational success is s ability to create values sufficient to compensate for the burdens imposed upon resources contributed." Bernard looks at workers, in particular librarians, in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction.

The following strategies are used for motivation as organizational commitment:

SALARY, WAGES AND CONDITIONS OF SERVICE

To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library of information establishments is taken into consideration in determining the pay structure of their Organization.

MONEY

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success, Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance.

For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new Job offer.

Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

STAFF TRAINING

No matter how automated an organization or a library may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an

indispensable strategy for motivating workers. The library organization must have good training programme. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. Information Availability and Communication: One way managers can stimulate Motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another.

Information availability brings to bear a powerful peer pressure, where two or a more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Studies on work motivation seem to confirm that it improves workers' performance and satisfaction.

For example, Ulrich, (1997) examine the characteristics of the work of teacher-librarians in four major categories: know1edge base, technical skills, values and beliefs. He reports they will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the development of a shared vision. He also, examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Huselied, (1998) shows that financial incentives will get people to do more of what they are doing, investigates motivation and managerial styles in the private and public sector.

The Return of Organizational Commitment through Human Resource Bundling. Reviews of the diffusion and penetration of high performance work practices in organizations in 1998 (Pils & Macduffie, 1996; Wood & DC Menezes, 1998) indicts that a fragmented and ad hoc approach prevails. The study revealed different patterns in the use of high performance work practices in firms. Most firms invested only in skill formation and direct communication, which can affect job related commitment to a limited extent. There were great variations when it came to performance appraisal, reward systems and information disclosure that have immense potential to influence commitment to the organization. Several studies of progressive Human Resource Management practices in training, compensation and reward have revealed that these can lead to reduced turnover, absenteeism, better quality work, and better financial performance. As organisation recruit and retain global talent, it is posited that High Commitment Management (HCM) Human Resource Management (HRM) systems could be applied to help stem the brain drain, particularly in highly mobile/low organizational commitment profession such as Accountancy.

THEORIES OF EMPLOYEE COMMITMENT

Commitment is the knowledge, skills, abilities and experience of the work force which is useful to the organization only if the employees are willing to apply it to the achievement of the goals of the organization. Commitment is the measure of the relative strength of an employee's identification with and involvement in a particular organization (Matheus & Zajac, I990). It could be seen as identification and acceptance of organizational goals and values

The extensive literature on commitment has explored different types or bases of commitment to an organization, as well as a wide variety of antecedent conditions the sized to influence commitment levels, for example, 0. Reiling and Chatman suggested three different types of psychological bounds that provide the foundation for commitment, namely, compliance, identification and internalization.

Meyer and Allen (2004), distinguished between continuance, affective and normative types of commitment, identified the three dimensions of exchange, affiliation and identification commitment. Research investigating the validity of these conceptual distinctions has suggested that instead of three general types commitment, two broad categories are more consistently verified empirical in particular, a summary of the available evidence (Banjoko 1996) indicates that organizational commitment can be differentiated between calculative / continuance and attitude / affective bases of commitment. The former is more instrumental in nature reflecting a situation in which an employee remains with an organization because the benefits of staying and/or costs of leaving are greater than the benefits of leaving and/or costs of staying. The letter is rooted in a positive attitude towards and/or affective attachment to the organization, wherein an employee is committed because of the connection she/he feels to the organization, its mission or values and/or its members. (Banjoko 1996).

Deeply held belief (normative), whatever the source, this type of commitment reflects a desire to be involved in the organization that goes beyond simply the lack of better alternatives. These two categories of commitment imply a focus on different types of antecedents to commitment. The R. C. orientation toward calculative commitment suggests that the most important antecedent are benefits on employee accrues from participation in the organization and investments or sunk cost she/he has in that organization that would be forfeited if she/he left. But what differentiates the OB perspective from the RC orientation most significantly is its focus on factors that influence the degree to which an employee feels as though she/he "fits" in the organization.

The experience of fits is determined in part by the role the employee plays as part of the larger Organizational system. Employees are likely to perceive a good fit to the extent that they get along well with their co-workers, understand the nature of their contribution to the organization and have the opportunity to learn and grow "higher order" social self-esteem and self actualization need. Employees who perceive a better fit are more likely to display organizational citizenship behaviour.

Organ 1988, says that reflects their high level of affective commitment. Given the two different types of commitment and their multiple antecedents straight forward conclusion can be drawn regarding which factors are most important as determinants of organizational commitment. Every reason is unique of course, and thus the factors that are most important to one person may be largely irrelevant to another. In other words, each employee has an idiosyncratic "psyhologica1

contact" with organization that identifies what she / he want, hopes or expects from the organization in return for adequate role performance (Shore & Magner, 1993).

Ulrich et al (1999) opined that organizational commitment can be measured in terms of three factors as: Workforce productively, Organizational climate and Employee retention. The implicit assumption of this approach is that workforce productivity are manifestation of employee commitment and therefore, high level of employee retention should indicate high level of commitment and vice-versa. Some organizational climates are conducive for the development and improvement of commitment while others are not.

SHARE OWNERSHIP AND FINANCIAL INTEREST

Another way commitment can be developed is to give employees financial interest in the organization through share ownership and profit sharing. The workers feel they have a lot at stake and also assured that they will benefit from the success of the organization.

TRAINING AND DEVELOPMENT

An effective way of building commitment. The value of training go beyond cost payback. If spending time and money helping People to learn and grow, you make a success in their loyalty. Organizational commitment was generally referred to as loyalty. (Olajide, 2000)

CLEAR VISION BY MANAGEMENT

To elicit the commitment of employees, top management must have a clear vision for the organization. It must be committed to this vision and must effectively communicate the vision to every member of the organization. Each employee must be able to determine just how his job ties in with other activities of the organization and how it contributes to the achievement of the vision of the whole enterprise.

MANAGEMENT BY OBJECTIVES (MBO)

The more employees are involved in making decision that affect them, the more committed they are. In this regard, Management By Objective (MBO) is a very effective way of getting the commitment of employees. It enables employees to participate in setting their own / targets, determine how the targets will be achieved, and also in evaluating their performance. To harness the benefit of employee commitment in an organisation, Olajide (2000) revealed seven key factors as: Trust in senior leadership, Chance to us skills on the job, Competitiveness of rewards, Quality of company's products / services, Job security, Absence of work-related and honesty and integrity of company's business conduct.

III. RESEARCH METHODOLOGY

This research work was designed to examine the impact of organizational commitment on employees productivity. This section deals with the methodology adopted for the study under the following headings:

IV. RESEARCH DESIGN

A descriptive research design was used, and survey method adopted for the study. A survey design was used in conducting the research making use of 2-point Likert scale of "YES" "NO".

POPULATION OF THE STUDY

The population of the study consists of 200 members the important component that constitute the decision making in the organization.

SAMPLE AND SAMPLING TECHNIQUE

Sample is a portion of a population that is of interest to the researcher. The reasons for sampling are: economy, time savings, availability and accessibility of data, and accuracy.

Sampling can be probability or non-probability. In probability sampling, there is equal opportunity for all the elements to be selected, while in non-probability sampling, no equal chance for the element to be selected.

In this study, stratified random sampling technique was used to select the sample size. A total of two hundred (200) participants, which comprises senior staff and supervisors, were selected for the purpose of this study.

METHOD OF DATA COLLECTION

Data collections for the study were collected through primary source and secondary source.

PRIMARY SOURCE OF DATA COLLECTION

The primary source of data collection for this study was through a structure questionnaire is a research instrument that extracts or obtains data and information from the respondents. The questionnaire consists of three sections. Section one deals with the introduction of the researcher, the researcher topic and; the purpose of the data/research. Section two deals with personal bio-data of respondents namely: age, sex, marital status, occupation, educational qualifications etc. Section three deals with structure questions on the problems of the study. The structure questions require the respondents to check or; sign their choice of answers based on individual differences and dispositions.

The respondents indicated their degree of agreement on each item. They were allowed to freely tick in the line with how the items appeal to them.

In administering the questionnaire, the respondents were chosen randomly to avoid any possible biases and the questionnaire was self administered.

SECONDARY SOURCE OF DATA COLLECTION

Secondary source of data refers to data that are derived from another source. This includes textbooks, periodic, bulletins, monographs etc. This data was used to complement the primary data.

METHODS OF DATA ANALYSIS

In analyzing the data, the percentage of those that answered 'Yes' and 'No' were calculated by first obtaining the frequencies of those that responded 'Yes' 'No'.

In testing the hypotheses, inferential statistics of Chi-square was used.

The formula is:

$$X^2 = \sum \frac{(o-e)^2}{e} \qquad X^2 = \sum \frac{(o-ei)^2}{ei}$$

Where X^2 = Chi-square

O = Observed frequency
E = Expected frequency
$\sum$ = Summation

DATA PRESENTATION ANALYSIS AND INTERPRETATION

The sources of data for the study are information provided by questionnaire administration respondents. The information was used to analyze the information received from the respondents with descriptive and simple percentage analytical method. A total number of two hundred questionnaires were administered and one hundred and eighty nine were retrieved. Four was returned uncompleted and the remaining eleven were not retrieved out of the total of two hundred that were administered. So one hundred and eighty-five now form the population of the data analysis

TESTING OF HYPOTHESES

Hypothesis 1: Stated that organizational commitment to employee has no significant impact on employee performance.

CHI – SQUARE

Responses	Fo	Fe	Fo – Fe	(Fo – Fe)^2	$\frac{(Fo – Fe)^2}{Fe}$
Agree	15	45	-30	900	20
Strongly agree	15	45	-30	900	20
Disagree	96	45	51	2601	57.8
Strongly disagree	54	45	9	81	1.8
Total	**180**				$\sum$ = 99.6

$X^2 = \sum \frac{(Fo – Fe)2}{Fe} = 99.6$

Degree of freedom d.f = k – 1

= 4 – 1

d.f = 3

a (level of significance) = 0.05
x2 table value = 7.81

DECISION RULE

If the x^2 calculated is greater or equal to x^2 table value, then reject null hypothesis. i.e. $x^2c \geq x^2t$, reject H_0.

DECISION

Since chi-square x^2c value (99.6) is greater than x^2t table value (7.81). Therefore reject H_0 at the level of significance, and then we conclude that organizational commitment to employee has significance impact on employee performance.

Hypothesis 2: Stated that employee commitment to their organization is insignificant to organization productivity.

CHI-SQUARE ON EMPLOYEE COMMITMENT ON ORGANIZATION PRODUCTIVITY

Table 2

Responses	Fo	Fe	Fo – Fe	(Fo – Fe)^2	$\frac{(Fo – Fe)^2}{Fe}$
Agree	18	45	-27	729	16.2
Strongly agree	26	45	-19	361	8.0
Disagree	56	45	11	121	2.7
Strongly disagree	80	45	35	1225	27.2
Total	**180**				$\sum$ = 54.1

$X^2 = \sum \frac{(Fo – Fe)2}{Fe} = 54.1$

Degree of freedom d.f = k – 1

= 4 – 1

d.f = 3

a (level of significance) = 0.05

x^2 table value = 7.81

DECISION RULE

If the x^2 calculated is greater or equal to x^2 table value, then reject null hypothesis. i.e. $x^2 c \geq x^2 t$ reject H_0.

DECISION

Since chi-square $x^2 c$ value (54.1) is greater than $x^2 t$ table value (7.81). Therefore reject H_0 at the level or significance, and then conclude that employee commitment to their organization is significant to organization productivity

Hypothesis 3: Stated that organizational motivational measure will have no significant effect on employee productivity.

CHI-SQUARE
Table 3

Responses	Fo	Fe	Fo – Fe	(Fo – Fe)^2	(Fo – Fe)^2 Fe
Agree	16	45	-29	841	18.7
Strongly agree	13	45	-32	1024	22.8
Disagree	91	45	46	2116	47
Strongly disagree	60	45	15	225	5
Total	180				$\sum$ = 93.5

$X^2 = \sum \dfrac{(Fo – Fe)2}{Fe} = 93.5$

Degree of freedom d.f = k – 1

= 4 – 1

d.f = 3

a (level of significance) = 0.05

x^2 table value = 7.81

DECISION RULE
If the x^2 calculated is greater or equal to table value, then reject null hypothesis. i.e. x^2 c $\geq$ x^2 t, reject H_0.

DECISION
Since chi-square x^2 c value (93.5) is greater than x^2 t table value (7.81). We therefore, reject H_2 at the level or significance, and then we conclude that organizational measure will have significant effect on employee productivity.

Hypothesis 4: Stated that well structured plan in a firm will have no significant effect on employee fulfillment.

CHI-SQUARE

Table 4

Responses	Fo	Fe	Fo – Fe	(Fo – Fe)^2	(Fo – Fe)^2 Fe
Agree	15	45	-30	900	20
Strongly agree	12	45	-33	1089	24.2
Disagree	94	45	49	2401	53.4
Strongly disagree	59	45	14	196	4.4
Total	180				$\sum$ = 102

$X^2 = \sum \dfrac{(Fo – Fe)2}{} = 102$

Fe

Degree of freedom d.f = k – 1 = 4 – 1

d.f = 3
a (level of significance) = 0.05 x^2 table value = 7.81

DECISION RULE
If the x^2 calculated is greater or equal to table value, then reject null hypothesis. i.e. x^2 c $\geq$ x^2 t reject H_0

DECISION
Since chi-square x^2 c value (102) is greater than x^2 t table value (7.81). We therefore, reject H_0 at the level or significance, and then we conclude that well structured plan in a firm will have no significant effect on employee fulfillment.

CONCLUSIONS
The analysis of data collection from the survey as well as summary of findings above, it can be deduced that organizational commitment on employee productive is a vital concept, which must be embraced by any organization that wishes to excel and achieve its goals and objectives. The following conclusions are drawn: Organizational commitment has significant impact on employee productivity and as such improves organizational performance and effectiveness. Employee commitment to their organization is significant to organization performance, which manifest in employees skills, performance and devotion to duty so as to fulfill the set organizational goals and objectives. Organization motivational measure such as increases in salary and wages, bonus housing, transport etc will have significant effect on employee productivity, because it will boost their morale. A well structural plan in a firm will have a long-run and stable effect on organization and employee fulfillment.

RECOMMENDATIONS
It has been proved that commitment in people should be seen as a strategy for survival. The philosophy of organizational and employee productivity entails structure of the management as well as environment.

The following suggestions are recommended based on data analysis.

The organization should make provision for training and developing training their staff on line with today's management commitment concept, in order to improve employee on work skill. The communication network of the organization must be adequate in order to ensure that vital information get to all employee at the right time so as to improve the company productivity and performance. Companies should lay more emphases on the provision of social responsibility to its workers, owners, society and other stakeholders. Finally, success or failure of any organization depends on its workforce. The employees who strive hard to make the organization achieve its pre-selected goals and objectives should be rewarded effectively. Adequate motivation and remuneration boost the employee moral to work harder towards achieving or accomplishing challenging task.

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