

**THE ROLE OF AFFECTIVE COMMITMENT ON THE RELATIONSHIP
BETWEEN EMPLOYEE ORGANIZATIONAL IDENTIFICATION AND
EMPLOYEE PERFORMANCE IN THE MOTOR VEHICLE INDUSTRY IN
KENYA**

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ABSTRACT

Objective of the study: This study aimed at determining the role of affective commitment in the relationship between Employee Organizational Identification (EOI) and Employee Performance in the motor vehicle industry in Kenya. Affective Commitment was applied in the study as mediating variable to test the explanatory levels of EOI - employee performance relationship.

Research methodology: The study sample was 332 respondents who were drawn from the 10 companies in the industry through simple random sampling method. The study was based on descriptive cross sectional survey design. Data for analysis was obtained through distribution of structured questionnaires. The statements were measured on 5 point Likert scale format. Analysis of data was done and results presented as descriptive and inferential. Outcomes were presented in tables and figures.

Results and findings: The findings of the study showed that affective commitment partially mediated EOI - employee performance relationship. The outcomes were positive and significant. The results of the study contributes to behavioural theories and organizational policies by giving a better insight and understanding of employee performance management practices.

Conclusion and recommendations: The study suggested that further analysis should be done using the same variables on a longitudinal design to determine the consistency of outcomes of the role of affective commitment on the influence of EOI on Employee Performance.

Key words: *Employee Organizational Identification, Affective Commitment, Employee Performance.*

1.1 INTRODUCTION

The objective of this study was to determine the role of affective commitment in the relationship between employee organizational identification and employee performance. Employee organizational identification (EOI) refers to the degree to which employees define themselves as members of the organization and to what extent they experience a sense of belongingness with it, its values, brand, methods and so on (Ashforth & Mael, 1989). Beck and Harter (2015) reporting on Gallup's survey on employee belongingness in the American listed companies showed that about 70 percent of employees do not identify with their organizations. Employee belongingness is an important dimension of EOI. Different reasons have been alluded to by previous researchers on why employees fail to identify with their organizations, and one such reason among others is employee perceptions of their belongingness. Employee belongingness have been conceptualized in EOI as a factor that triggers either high or low employee identification (Allen & Gong, 2017; Tajfel & Turner, 1979). Though studies have shown that there is an association between EOI and employee performance, the findings have been varying in strength of outcomes. Such variations require some attention because it is not clear whether the relationship between EOI and employee performance is direct or indirect through other variables. This study aimed at establishing the relationship between EOI and employee performance by looking at other concepts that can explain further this relationship.

Studies have argued that strong EOI triggers affection for an organization and affection leads to high commitment. For example, Yucel (2015) opined that employees who have positive organizational identification have enhanced love for their work. Love for work is construed as affective commitment (Snyder & Cistulli, 2011). Strong affective commitment triggers a strong desire to stay in the organization. Affective commitment is described as an employees' passionate desire to identify with their organizations (Meyer *et al.* 2004). Snyder and Cistulli (2011) terms affective commitment as the psychological ownership employees develop triggering their desire to stay in the corporation. Though affective commitment has been correlated with many other variables in different contexts, its emergence from EOI as a postcedent factor is worth noting (Meyer & Parfyonova, 2010). It can then be argued that for EOI to influence employee performance, the presence of affective commitment is necessary.

This study was centered on the assumptions of Social Identity Theory (SIT). It is the theory that anchored this study besides the two factor theory. SIT is a model that assumes that there are two sets of employees in the organization. Those that identify with organizational aspects engage in

cooperative behaviours that benefit themselves and the organization, while those that disidentify simply remain in the organization but with uncooperative behaviours (Ashforth, 2008). The two factor theory is one of the motivation theories that is linked to employee performance. Two factor theory suggests that employees can either be motivated or be dissatisfied on the same continuum. It has been shown that motivated employees are likely to identify positively with their organizations and engage in positive organizational outcomes (Robbins, 2013). The theory assumes that employee's performance is determined by their level of motivation. Motivated employees are loyal and become affectively committed with the presence of satisfier factors such as, achievement, appreciation, work satisfaction, responsibility and opportunities for advancement and growth. However, same employee's loyalty and affective commitment can reduce with the presence of factors that contribute to dissatisfaction such as company policy, manager's behavior, intergroup relationships and working conditions. According to the two factor theory both motivators and dissatisfier factors influence employee's performance (Armstrong, 2006).

The motor vehicle industry in Kenya is one of the large sectors that supports the government's policy on employment besides contributing to the overall Gross Domestic Product (GDP). However, surveys in this industry have revealed that the sector was faced with employee identification related challenges manifested in various employee behavioural deviances such as absenteeism, conflict of interest, sabotage, theft and so on that impact both employee and organizational performance (CFAO, 2019; African Development Bank, 2017). This is a concern to the industry because it affects employees' loyalty and affective commitment that impacts their performance. Various studies have been done on employee performance in Kenya, but there is no evidence that there is a study that has analyzed employee divided loyalty and its impact on employee performance. The reasons why employees have a divided loyalty are worth studying. For the reason that loyalty is a dimension of EOI, this study aimed at investigating the role of affective commitment in the relationship between EOI and employee performance in this industry because the growth of the motor vehicle industry in Kenya is expected to depend on the level of employee performance.

Employee Organizational Identification

The concept of EOI was introduced by Tajfel and Turner in the early 70s. Studies show that EOI is an employee's view of the company and the degree to which they feel that they belong and are valued members of the organization (Loi, 2014). It is the tie between employees and their organizations (Tajfel *et al.*, 1979). It has been shown that employees do identify with a broad set of entities in the organization, such as organizational leaders, symbols, products, quality, organizational knowledge and so on (Ashforth & Mael, 1989). If the identification is strong then employees are likely to perform better. Strong EOI drives job fulfillment, positive feelings about the organization and triggers the need to remain in the organization (Khoshlahn, 2016). In

addition Terzioglu (2016) opined that positively identified employees will want to defend their organizations against any negative criticism at all costs.

EOI hence is a construct that explains employees' level of identification with their organizations. Strong identification has been linked to positive cooperative employee behaviours that include their performance (Tajfel & Turner, 1979). The most important aspect of EOI is that it fosters employee loyalty and engagement through belonging to an organization. SIT postulates that employees' who positively identify with their organizations perform well. Ziapour and Jaffery (2014) explained that positively identified employees remain loyal, have love for their organizations and are likely to perform well.

Studies have shown that the indicators of EOI are loyalty, similarity, and belongingness (Cheney, 2016). According to Ziapour *et al.* (2014) Loyalty is the devotion of an employee to their work and the enthusiasm towards achieving the objectives of the organization and defending it affectionately. Similarity relates to an employee's view of the managers behaviours, organizational values and goals that employees perceive as positive and relates to their desires, while belongingness refers to the employees view of the workplace ownership and being an integral part of the organization. It was predicted that stronger EOI fosters love for the organization, enhance more extra-role behaviours, reduce feelings of desire to leave and enhance positive organizational outcomes.

Dutton *et al.* (1994) opined that there were three factors that advance EOI in organizations namely length of service, company image and value congruence. It is claimed that length of service explains the degree of EOI because the attractiveness of the organization varies with the year's one has spent in the organization. This implies that employees who have stayed in the organization for a long time will have better views about the organization's values and image (Ziapour et al, 2014). Employees who have long history of the organization have better opinion of group members; evaluative ability of organizational values and have clear rational emotional attachments that is embedded in EOI (Ziapour et al, 2014). While positive aspects of EOI have been discussed by scholars, it is still important to ascertain them further. Hence this study aims to contribute to this discourse by establishing the influence of EOI on employee performance.

Affective Commitment

Affective commitment has been expressed as the emotional aspects that endear employees to their organizations (Allen & Meyer, 1996). It is also the individual's passionate relationship with an organization (Yucel, 2012). The aspect of passionate relationship is drawn from bonding with the organization which defines level of identification. Directionally, research has shown that affective commitment is a direct consequence of EOI (Meyer & Parfyonova, 2010). In addition, affective commitment was measured in terms of extent of employee trust and the level of employee emotional attachment to their organizations (Snyder & Cistulli, 2011).

Research has shown that affective commitment is influenced by four aspects namely individual attributes, nature of job, employee experience and organizational structure (Meyer & Parfyonova, 2010). Individual attributes include employee age, gender, education level and individual values. Nature of Job involve managing styles, work related stressors, employee recognition system and the degree of responsibility. Organizational structure include organization size, degree of formalization, and degree of control, working hours, remuneration systems, career opportunities and work experiences. Studies show that all these characteristics are postulated in SIT and two factor theory; and influence the level of affective commitment and EOI (Cheney, 2016). It can then be argued that EOI cannot influence employee performance without the intervention of affective commitment.

It is predicted that an employee who has strong EOI is likely to have high affective commitment. Research has shown that affective commitment has been linked with a wide range of positive outcomes in organizations ranging from reduced absenteeism, reduced turnover, improve employee behaviour and job performance (Meyer et al, 2002; Yucel, 2012). To have high affective commitment, EOI has to be strong (Meyer et al., 2010). Snyder and Cistulli (2011) claimed that employees who positively identify with their organizations, develop loyalty, form affective bonds with it, relate well with colleagues and make efforts to perform better. Though some studies have shown that EOI and affective commitment are similar others have shown they are different constructs and that affective commitment is born out of EOI. This study contributes to this discourse by determining the role of affective commitment in EOI - employee performance relationship.

Employee Performance

Research has indicated that employee performance is a major concern for all organizations because it is the process through which organizations meet their objectives. Employee performance has been shown to be the capabilities of an employee in achieving the set work objectives (Ryan & Deci, 2000; Grant, 2010). Literature show that the assessment of employee performance focuses on evaluating both contextual and task accomplishment (Yaghoubi, 2013). Performance evaluation exercise measures level of task achievement thus quality, quantity, skills and behaviours required for effective task performance. Contextual behaviour on the other hand is evaluated by feedback on instructions, commitment, and team playership and so on within a specified period of time. Researches on work performance have shown that employee performance is a process of application of skills, physical engagement and perceptions and all these attributes impact individual performance (Armstrong, 2007).

Task performance and the contextual performance have been identified by Bergeron (2014) as the main measures of employee performance. Task performance comprises skills ability and the use of knowledge to do a task, for example an accountant will do balance sheet because he has an accounting knowledge. In addition, Terzioglu and Uslu (2016) opined that Task performance involves the aptitude to handle multitasks; task skills which involve application of technical

awareness to perform a job successfully; and task habits that are essential abilities to consciously respond to assignments with minimal supervision.

Contextual performance on the other hand is the employee efforts that is dependent on the circumstances that form the work environment which enables employees go beyond the specific requirements of job descriptions (Bergeron, 2014). Contextual performance is influenced by employee's attitude, job stress, and motivation and so on towards work. It is predicted that an employee who have a positive attitude towards work, strongly identify with an organization and exhibits high contextual abilities and perform better. Baard *et al*, (2014) showed contextual performance as an outcome of positive interrelationships between an individual work behaviour and teamwork behaviour. He further opined that contextual performance behaviours involves ability for an employee to remain organized on three key aspects namely setting personal work objectives; sustaining dialogue between leader and employee in order to keep performance on track, and measuring actual performance against set targets.

Measuring employee performance has thus become somewhat complex due to the competing nature of contextual and task issues especially today when social challenges dictates some employees to work from homes. According to Grant (2010) the emphasis today is on employee performance outcomes namely task quantities and contextual behaviours (quality, attitude, communication) which is also the concern of this study. This study hence contributes to this debate by analyzing the measurements of employee performance.

Knippenberg (2000) noted that employee loyalty and commitment leads to high employee performance. When divided loyalty is observed, it is a sign that EOI is weak. It can then be argued that the new vehicles industry in Kenya is experiencing employee challenges that are associated with EOI due to the divided loyalty experienced. Studies have shown that strong EOI influences employee performance (Ziapour *et al.*, 2014). However, the behaviour of divided loyalty is a problem that impacts employee performance. Based on divided loyalty challenges, the researcher found it necessary to undertake a research involving the influence of EOI on employee performance and the motor vehicle industry in Kenya was found to be the suitable environment to carry out the study.

Research Problem

Scholars have interrogated the relationship between EOI and employee performance (Yaghoubi *et al.*, 2013; Cheney, 2016; Meyer *et al.*, 2010). Different suggestions for increasing employee performance including enhancing EOI have been discussed, however there have been no clarity as to whether the presence of EOI would directly influence employee performance. Ashforth and Mael (1989) opine that for EOI to influence employee performance, a sense of emotional attachment must exist. Emotional attachment is a measure of affective commitment (Meyer & Alen, 1996). This was supported by Yaghoubi (2013) who posited that highly identified employees, affectionately love their organizations, feel they are appreciated members of the organization and perform beyond expectations. Riketta (2005) opined employees who positively

identify with their organizations, develop emotional attachment for it. Emotional attachment is a measure of affective commitment, and according to Yaghoubi (2013) affectively committed employees are motivated to exert high performance. EOI was also seen as a strong antecedent of affective commitment (Meyer & Allen, 1996). It can then be argued that EOI cannot influence employee performance directly without the presence of affective commitment. This means that in the absence of affective commitment, EOI may not influence employee performance effectively. The goals of this study was to test the role of affective commitment in EOI - employee performance relationship, and the argument that affective commitment is necessary for that relationship to be effective qualifies it as mediator variable to be tested.

Surveys in the motor vehicle industry in Kenya have shown presence of employee divided loyalty challenges that were likely to impact on employee performance. Recent studies in the European motor vehicle industry indicated an incident of divided loyalty behaviour where employees engaged in sabotage behaviours, more so at Tesla Motor Company (Higgins, 2018). The sabotage behaviour was linked to low EOI (Tajfel et al., 1979) and lack of affection for the organizations (Meyer & Alen, 1996). Survey by CFAO group of companies in 2019, on employee satisfaction and belongingness also indicated divided loyalty among motor vehicle employees in Kenya. The findings showed that majority of employees did not feel they belonged to their organizations. Lack of belongingness was a sign of weak EOI as opined by Chiney (2016).

Tuna et al. (2018) did a study on organizational identification and individual performance among other variables in a hospital set up in Turkey among nurses, and found a positive but moderate association between organizational identification and individual performance, and a weak relationship when cynicism was present. Cynicism is associated with self-interest which reduces employee trust. Trust has been shown as an indicator of affective commitment (Yucel, 2012). To address this weakness, the study sort to test the relationship between EOI and employee performance by introducing affective commitment as a mediating variable in the relationship between EOI and employee performance in the motor vehicle industry in Kenya.

Another study by Omari (2012) on cognitive factors among other variables in the Kenyan public corporations found that psychological wellbeing of employees influenced employee outcomes. Psychological wellbeing has been associated with affective commitment. It is then important to test if affective commitment would significantly explain the EOI - employee performance relationship ion the motor vehicle industry in Kenya.

Study by Twalib (2017) on the effect of trust among other predictors on career mobility in Kenya breweries limited found that trust significantly influenced career mobility. Trust is projected in the literature as a dimension of affective commitment that is a postcendent of EOI. Though trust was found to have significant influence on career mobility, the contexts are different. This study focuses on the motor vehicle industry in Kenya. As explained earlier, employees in this industry have divided loyalty.

Kidombo (2007) did a study on human resource orientation, organizational commitment and firm performance. The study found that soft or progressive human resource strategies positively influenced affective commitment, and affective commitment enhanced firm performance. EOI is one approach of the progressive human resource strategies that has been predicted to influence employee performance (Khoshlahn, 2016). It can then be claimed that, if soft human resource strategies enhance affective commitment leading to better firm performance, then it is important for this study to examine the role of affective commitment in the EOI - employee performance relationship in the motor vehicle industry.

Previous studies done in the motor vehicle industry in Kenyan have basically focused on firm performance, organizational commitment and strategic positioning. None, based on the researcher's knowledge has been done on EOI - employee performance relationship. Analysis of literature indicated that the effectiveness of the influence of EOI on employee performance required an integrated approach that involves introducing a mediating variables. This assumption needs to be tested. Hence this study resolved to test the assumption by asking the question: does affective commitment play a role in the relationship between EOI and employee performance in the motor vehicle industry in Kenya?

2.1 LITERATURE REVIEW

Theoretical Foundation

Literature have shown that employee performance is affected by many factors such as employee perceptions, attitudes, social interrelationships, company provisions (physical/mechanical), personal skills, and the level of employee commitment (Grant, 2010). These attributes were associated with EOI and influence the extent to which employees perform tasks in organizations (Khoshlahn, 2016; Terzioglu, 2016). Employee performance is fundamental aspect in organizational behaviour and the theories that best explain employee performance are behavioural theories that include Social Identification Theory. This study was hence anchored on social identification theory and supported by two factor theory.

Social Identity Theory

SIT was advanced by Tajfel and Turner in 1970's, and supposes that employees as social beings, assume universal tendency to maintain a positive identification through three key components namely loyalty, similarity and belongingness. SIT emphasizes the aspect of group conformity. The theory postulates that positive organizational perception lead to strong identification and vice versa making it a key theory that effectively predicts the outcomes of the relationship between employees and their organizations. Majority of studies have postulated that SIT has been important in explaining why employees would either identify or disidentify with their organizations with the various resulting outcomes (Tajfel et al., 1979; Ashforth, 2008). Ashforth (2008) opined that EOI fosters employee loyalty, similarity of values and the feeling of belongingness to a group. Similarly, Tajfel et al. (1979) explained that employees' feeling of

belongingness is determined by their degree of identification with the positive aspects of the firm.

Two Factor Theory

The theory was profounded by Herzberg in 1959. The theory postulates that employee's gratification enhances psychological feeling and love for the organization. The theory supposes that there are two factors that an organization can always adjust to motivate employees to high performance. Researches have generally agreed that the two factor theory influences employee performance in many ways (Grant, 2010). Armstrong (2006) posits that employee behaviour can be improved by effectively motivating and satisfying employee needs, and that enhances EOI. The theory Postulates that motivators breed affective commitment, and affective commitment develops based on the level of loyalty and belongingness employees' exhibit. Based on the theory predictions, it can be debated that EOI develops with motivator factors such as achievement, recognition, job satisfaction, responsibility and opportunities for growth, and reduces with dissatisfier factors such as company policy, management practices, poor relationships and poor work conditions. Hence presence of affective commitment is very necessary for EOI to influence employee performance.

Employee Organizational Identification, Affective Commitment and Employee Performance

Literature has not clearly shown whether EOI - employee performance relationship is direct or through other interventions. Study by Tajfel and Turner (1979) on integrative theory of intergroup conflicts found a number of factors that support EOI that may effectively influence employee performance. One of such factors was affective commitment. The study showed that in terms of directionality EOI is an antecedent of affective commitment. Similarly, a study by Suliman (2002) involving learning, commitment, job satisfaction and work performance found that affective commitment mediated the association between learning and work performance.

Another study by Snyder and Cistulli (2011) on psychological contract and affective commitment among other variables found that affective commitment intervenes the employee attitude and job performance relationship. Literature has shown that EOI is an employee attitude that determines the perceptions employees make of an organization and the corresponding decisions about the amount of effort to exert (Campbell, 2015). It can then be discussed that the effects of EOI on employee performance are explained by affective commitment. Literature has shown that organizations can change employee behaviours by modifying their self-identity and understanding the effects of emotional attachment posited by affective commitment. The two factor theory suggests that factors that trigger emotional attachment such as recognition, achievements and so on are psychological in nature and breed trust and affectivity, which are measurement of affective commitment, in organizations. (Jones & Lloyd, 2005). Studies have further indicated that levels of affective commitment varies with the strength of EOI (Tuna et al., 2018; Santas et al., 2016; Mauno 2014; Snyder & Cistulli, 2011). Meaning that when EOI is

strong, affective commitment is higher and vice versa. Study done by Hall and Schneider (1972) on the correlates of EOI as a function of career pattern, suggested that the level job satisfaction is determined by one’s level of affective commitment, and affective commitment is born out of positive EOI (Tajfel, 1979).

These results are consistent with the proposition of the two factor theory that claims that satisfiers enhance level of EOI which eventually breeds affective commitment that motivates employees to high performance. Though these findings may be true, the effects of affective commitment in EOI - employee performance relationship have not been clearly established. This study addressed that gap by testing the role of affective commitment in EOI - employee performance relationship in the motor vehicles industry in Kenya. The study analyzed the mediation role of affective commitment on this relationship by testing the following null hypothesis-;

Ho: affective commitment does not mediate the relationship between EOI and employee performance.

Conceptual Framework

Managing employee performance behaviour is somewhat a complex initiative hence requires better strategies in order to achieve both employee and employer objectives. SIT predicts that employees’ strong sense of identification to an organization leads to better performance. It is argued that when employees strongly identify, affective commitment emerges and that has positive significant effect on employee performance. Figure 1 is a conceptual model that shows five hypotheses for this study as derived from literature review.

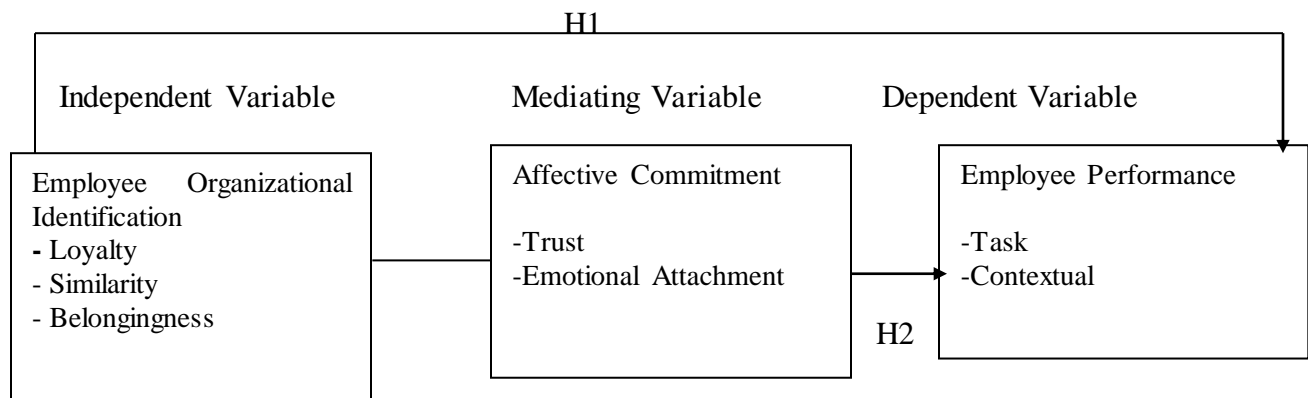


Figure 1: Conceptual Model

Source: Researcher (2022)

3.1 RESEARCH METHODOLOGY

Research Design

This study used descriptive cross-sectional survey design because it describes and gives justification of the phenomenon as it happens at one point in time. The design has been found suitable for establishing relationships among variables (Weinreich, 2009). Cross sectional surveys require data collection from the populations through questionnaires. This study analyzes employee performance hence the unit of analysis was the employee from whom data was be collected. Cross sectional surveys consider: when, which, how, where and under what conditions the data was collected and procedures for collecting and analyzing it (Saunders et al., 2009).

Study Population

The study population comprised all permanent employees in the new motor vehicle dealership in Kenya. The total number of permanent employees in the 10 main motor vehicle companies in Kenya was 2,425 at the time of research.

Sample Design

This study adopted a sample size table by Krejcie and Morgan (1970) which shows predetermined sample sizes against given populations (see Appendix III). Referring to the table, a population of 2400 employees is represented by a sample size of 331 respondents. This study had a population of 2,425 at the time; hence the sample size was 332

Data Collection

The study was based on primary data sources. Data was collected by use of structured questionnaire mailed to the respondents. The respondents comprised of the managers, supervisors and the general workers in the respective firms in the industry. The questionnaire was developed from the literature. The statements of the questionnaire varied in strength of occurrence and were presented in a five point Likert scale format alternating from 5 - very large extent; 4 - large extent; 3 - moderate extent; 2 - small extent and 1 - very small extent.

4.1 ANALYSIS OF DATA AND FINDINGS

Reliability and Validity Tests

This study tested for reliability and validity.

Test of Reliability

To measure reliability, this study adopted Cronbach's alpha method that uses alpha coefficient. Cronbach alpha uses the rule of thumb of the value 0.70. The assumptions of Cronbach alpha test of reliability is that and any value above 0.70 to 1 has higher reliability (Cresswel, 2013). Summary of reliability scores for the five variables used in this study is presented in Table 1.

Table 1: Measures for Internal Consistency Reliability for all Variables

Variable	Items	Cronbach Alpha	Comments
EOI	9	0.928	Reliable
Affective Commitment	8	0.931	Reliable
Employee Performance	6	0.758	Reliable

Source: Data analysis (2022)

Table 1 shows that EOI scale had the highest score of internal consistency with a Cronbach alpha coefficient of 0.928 followed by affective commitment, and employee performance at 0.893 and 0.758, respectively. All the scales indicated high scores above the rule of the thumb hence; internal consistency of the instruments for collection of data was confirmed.

Test of Validity

The study used 41 items to measure employee performance. A sample of 332 employees was used for this purpose. Test of validity on the 41 instruments was meant to analyze the instruments ability to satisfactory gather data necessary for this study to respond to the research objectives. Factor analysis was applied to test for validity using Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test on the 41 items. Generally, KMO scores of between 0.8 and 1 indicate adequacy of sampling (Pallant, 2011). The suitability of factor analysis for this study was indicated by Bartlett’s test of sphericity score. This score is important as it indicates strength of the relationships among variables (Tabachnick & Fidell, 2007). KMO outcomes are presented in Table.2.

Table 2: Test of Validity Scores

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.838
Bartlett's Test of Sphericity	Approx. Chi-Square 10903.439
df	820
Sig.	0.000

Table 2 shows that KMO scores on a set of 41 items of data collection statements was adequate at 0.838. Overall, the results were significant at p-value less than 0.05, indicating that the statements were sufficient to enable data collection. The Table 1.2 shows chi-square results were significant ($\chi^2 = 10903.439$) indicating suitability of factor analysis. The KMO results (0.838), indicated that the sample size was suitable for factor structure. This implied that the data was good enough to carry out the study.

Normality Test

To test for normality, this study used Kolmogorov Smirnov testing. Table 3 shows Kolmogorov-Smirnov test results. Kolmogorov-Smirnov test was used since the population was more than 2,000 (Razali *et al.*, 2011). For this study, the population was 2,425 employees in the motor vehicle industry in Kenya.

Table 3: Test of Normality Scores

Variables	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
EOI	.267	275	.000
Affective commitment	.223	275	.001
Employee performance	.312	275	.000

a. Lilliefors Significance Correction

Table 3 shows that all the variables have significant normal distribution. The Kolmogorov Smirnov test produces results that are used with the degrees of freedom parameter to test for normality. The Kolmogorov Smirnov results shows EOI statistic value is 0.267, affective commitment 0.223 and employee performance scored 0.312. The degrees of freedom for each variable is equal to the number of data points which is 275. The p-value for each variable is significant at $p < .05$. This implies that there was evidence for normal distribution.

Test of Hypotheses

The study tested if affective commitment does not mediate EOI - employee performance relationship. The hypothesis was tested for goodness of fit and overall significance. Probability Value (P-Value) was set 0.05 and showed the significance or otherwise of the relationship. More specifically, if the F ratio is significant at $P < 0.05$ then the overall model significance is confirmed, implying that the regression model used had good fit and was hence useful for the data. The interpretation of goodness of fit is that null hypotheses are rejected or otherwise fail to reject the null hypotheses. Outcomes of each hypothesis test is presented in this section.

H₀: Affective Commitment does not mediate the Relationship between EOI and Employee Performance

Objective of the study was to determine the role of affective commitment in EOI - employee performance relationship. For this analysis the study had a corresponding hypothesis that was developed to test the mediating role of affective commitment in the link between EOI and

employee performance. Mediation test used four path analyses by Baron and Kenny (1986). Results of the mediation regression are shown in Table 4.

Table 4: Multiple Regression Product for the Influence EOI and Affective Commitment on Employee Performance

Model Summary					
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
1	.666 ^a	.443	.402	.66370	

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.473	2	4.737	10.753	.000 ^b
	Residual	11.893	277	.440		
	Total	21.367	279			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.462	.447		5.508	.000
	EOI	.142	.166	.196	.854	.041
	AC	.364	.166	.502	2.194	.037

a. Dependent Variable: EP
 b. Predictors: (Constant), EOI, AC

Source: Data Analysis (2022)

Table 4 shows a combined influence of EOI and affective commitment on employee performance. The coefficient correlation was ($R = 0.666$ at $P < 0.05$) which implies that the combined relationship was strong and positive. The coefficient of determination was (R^2 was 0.443 at P value less than 0.05) suggesting that the combined influence of EOI and affective commitment was significant and explained 44.3 percent change on employee performance. The remaining 56 percent were caused by other variables that this study did not consider.

The F ratio was significant and high (10.757 at $P < 0.05$), suggesting that the model had goodness of fit for this study. The beta coefficient for EOI and affective commitment were positive and significant ($\beta = 0.142$ at $P < 0.05$ and 0.364 at $P < 0.05$), indicating the criterion of the regression model in this study.

Table 4 indicates that the presence of affective commitment had beta coefficients increase from 0.142 to 0.364 at P value less than 0.05 . The increment suggests that affective commitment partially mediates EOI - employee performance relationship. Hence the regression equation presented as; $EP \neq \beta_0 + \beta_3EOI AC + \varepsilon$ was rejected and alternative equation ($EP = \beta_0 + \beta_3EOI AC + \varepsilon$) was confirmed. The new regression model is presented as: Employee performance = $2.462 + 0.142EOI * 0.364AC + 0.166\varepsilon$. Where EOI = Employee organizational identification, AC is affective commitment and ε = Error term.

This outcome confirms that the hypothesis which stated that affective commitment does not mediate the relationship between EOI and employee performance was rejected and alternative hypothesis that affective commitment mediates the relationship between EOI and employee performance accepted.

In summary, outcomes in Table 4 have given evidence that affective commitment partially mediates EOI - employee performance relationship. This finding supported earlier findings by Allen and Meyer (2006) that affective commitment was very vital in enhancing positive employee job outcomes ($R^2 = 0.840$; $P < 0.05$). The findings of this study also supported findings by Hall and Schneider (1972) that achieving employee performance largely depends on employee commitment behaviors, and employee commitment behavior was influenced by the strength of employee identification ($R = 0.58$ and $P < 0.05$). This study consequently supports and contributes to the debate about the mediation role of affective commitment in EOI - employee performance

5.1 CONCLUSIONS

Statistical inferences were made based on regression tests of the study's linear models. The linear models tested were regression analysis, analysis of variance and beta coefficient criterion for multivariate relationships. Inferences in this study predicted the general behaviour of employees in this industry in Kenya. The judgement and conclusions are based on scientific evidence and is dependable. Discussions of linear relationships is presented in this section.

The aim of the study was to determine the role of affective commitment in EOI - employee performance relationship. A corresponding null hypothesis that affective commitment does not mediate EOI - employee performance relationship was formulated. Four path analysis method was applied to test the hypothesis. Test results showed that affective commitment partially mediated EOI - employee performance relationship ($R = 0.666$, $R^2 = 0.443$, $P < 0.05$). The F value was high (141.787, $P < 0.05$) implying that the model was good fit for the study.

The significant results implied that the second objective which stated that affective commitment mediates EOI - employee performance relationship was determined. Therefore the null hypothesis which stated that affective commitment does not mediate EOI - employee performance relationship was rejected. Hence the conclusion of the study was that affective commitment partially mediates EOI - employee performance relationship was confirmed.

The study outcome showed that, emotional attachment scored higher value and had the greatest contribution in the mediation role while trust scored moderately. This implied that for EOI to strongly influence employee performance, emotional attached has to be strong as well. Based on this finding it can then be inferred that, it is not just enough for employees to identify with their organizations for their performance to improve but the presence of affective committed plays an important role in employee performance behaviours.

Study Limitations

There were some limitations though measures were taken to maintain the quality of the study. The unit of analysis were employees, however it is important to note that EOI is an attitude employees' exhibit towards their organizations which can change anytime depending on prevailing circumstances. Attitude impacts employee's psychological judgement on how they feel about the organization (belongingness) differently based on a number attributes. According to Ray (1999) employee attributes such biological age, education levels, marital status, work experiences determine differences in judgement between men and women about their organizations. No doubt therefore that employee's attitude may have crept into their answering way than objectivity. Again the study analyzed gender distribution in the motor vehicle industry in Kenya only. However, there is no doubt that differences in gender attribute may also have had an impact on EOI outcomes.

Suggestions for further Research

Organizational identification has since been described as an emotional tie an employee develops with an organization (Freud, 1922). For such an emotional tie to develop effectively it requires some length of time and that is why the length of service of an employee is important in this study. Emotions are psychological constructs that lead to attitude. Attitudes are influenced by a number of variables namely biological age, length of service, experiences with other people and so on (Tuna et al., 2018). This study hence suggests that a similar study be done that involves EOI based on gender differences and how that difference influence employee performance.

This study used cross sectional survey to assess influence of EOI on employee performance. EOI is an employee attitude that would require a combination of a particular time and long period of time analysis to enable a clear understanding of its influence on employee performance (Drzensky & Dick, 2013; Lam et al, 2011). This imply that time and maturity variations would affect levels of EOI differently. The study therefore suggests that a longitudinal study be done to determine the influence of EOI on employee performance to compare and generalize the outcomes.

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