ORGANIZATIONAL ATTAINMENT OF GOAL AND EMPLOYEE COMMITMENT A FOCUS ON MTN NIGERIA

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Abstract
Employee commitment plays a vital role in the development of each and every organization all over the world. Employee commitment performance is a result that is achieved by stimulating employee enthusiasm to their work and directing it towards organization success. In carrying out this research, questionnaires were developed to guide respondents in the reaction of relevant -information that will enhance the study. The data analysis was done using regressing analysis. The result shows the process will improve output, innovation, increase on production and acquisition appropriate skill to cope under condition of instability and uncertainty independent on effective and efficient employee job commitment to the organization. From the analysis, it is recommended that MTN should create a healthy climate with value of openness, enthusiasm, trust mutuality and collaboration which is essential for employee commitment. Also, the company should create a good and effective communication system between employers and employee.

Keywords; communication, commitment, motivation, employee and employer

Introduction
Employee commitment as a key factor for goal attainment in an organization is a primary function of his attitude to his organization responsibilities. As organization with good employer - employee relationship will surely achieve their objective without loss out of their business. Employee commitment plays a vital role in the development of each and every organization all over the world. Employee motivation, employee engagement employee loyalty and employee communication are also the factors important in an organization towards achieving their objectives.

A committed work-force produces better result, does not hop jobs and more importantly is an ambassador of the organization at all point of time. This commitment is achieved when people consider their organization respect their work, their work contributes to the organizational goals and more importantly their personal aspirations of growth, rewards and pay are met.

The thing that makes highly productive organization stand apart from rest of the companies is the quality of the employees and the level of their commitment towards their work. The trust an organization shows in their employees and efforts that it makes to keep them focused, motivated and satisfied also is one of the many variables that distinguish between highly reputed workplaces and those that are up to the mark. An organization cannot achieve their goal just by defining their mission statement nor can they foster a high performance work culture until they take substantial steps. They need people to get the job done and that too with an excellent performance. For fulfilling all their goals, organizations require actively committed employee. Employees commitment happens only in those organization which treat their people as their biggest asset and take care of their basic necessities and other psychological needs. An effective communication between the employer and employee will determine the level of the employee commitment and his attitude towards his job.

It has been discovered that most frequent sources of industrial frustration to workers is unsatisfied need or unfulfilled expectation. This is so because such workers do not understand the nature of the work and as a result either they do not know why they are working or they set too high expectation.

Employee Commitment
Among the factors that contribute to a healthy organizational climate is the extent to which members of staff have a sense of commitment to the organization. The extent to their commitment will have a major influence on the level of work performance. Walton suggests that a significant change in approaches to the organization and management of work is from organizational control of commitment in the workplace. The evidence is well grounded that underlying all the policies of commitment strategy is a management philosophy at the center of which is a belief that eliciting employee commitment will lead to enhanced performance.

Management Control and Commitment
Watson refers to the basic choice that managers can make in trying to achieve managerial control. The choice between direct and indirect control influences the extent of the psychological commitment that is sought from staff. An organization learning towards direct control principle would be highly centralized with a tight bureaucratic structure, and close supervision commitment between the organization and its members. Because of the implication that management are putting little trust in employees to use their discretion a low-trust culture emerges. By contrast, an organization learning towards the use of indirect control would be less centralized with a looser bureaucratic structure. Rules would be relatively loose and procedures more flexible as employees have more empowerment and discretion about how to earn' out their activities. The high level of trust between members of the organization would be associated with a culture of mutually high level commitment.

In addition there are numbers of underlying influences on the extent of employee commitment to the organization
- People differ in their work ethic and the manner of their involvement with and concern, for, work and the extent to which they have instrumental bureaucratic are solidarities orientation.

Some people may well have a set of attitude to work, whatever the nature of the work environment.
- People's behaviour and the level of their commitment is also influenced by the nature of the psychological contract and the degree to which it is perceive as fair by both the individual and the organization.
- In terms of their relationship with the work organization, employee may reasonably have the approach of what is in it for me. An important influence on the strength of commitment is the nature of the reward system and the satisfaction of needs and expectations at work in terms of economic reward, intrinsic satisfaction or social relationship (Blake, 1983).

Element of Employee Commitment
The term employee commitment has been defined by various researchers. A commonly agreed upon definition would be physical, psychological or emotional involvement of the employee while at work (Irwin, 1968).
Four things are important when we talk about employee commitment; engagement, motivation, loyalty and trust. Their level determines the quality of commitment of an employee. Each one is briefly discussed in their coming paragraphs.
- *Engagement:* Engagement means the degree to which individuals associated themselves with the job, the responsibilities and the organizational objectives. Engaged employees are those who are fascinated by their work and committed to face every challenge to attain their goals. They are dependable and highly productive and therefore, are accountable for what they do.
- *Motivation:* Up till recently it was believed that the biggest motivation is achievement. The reverse is also true which means achievement result is more motivation. If employees put in their 100 percent efforts to take their organization to the next level, this attained status motivates them more than anything. Proper rewards and recognition can further motivate them to achieve more and more for their organization. Motivation and achievement go hand in hand and act as the burning fuel for the success of any organization.
- *Loyalty:* Employees who are actively committed in their work shows more loyalty towards the organization. The best part is that they need less focus and attention of managers to perform their

task as they themselves feel accountable for their job responsibilities and result attained. However, it does not have a well established reward system - recognition is a basic necessity of individuals to remain steered up towards their job.

- *Trust:* High level of employee commitment can be fostered only when trust prevails in the organization from both the sides. As they share strong emotional bond with the organization, the latter should also show trust in their abilities. Employees must be given autonomy to perform the tasks their way. They should not be restricted to a specific rule and regulations and therefore should be motivated to experiment to perform their task in a different and innovative manner.

All these elements play a vital role in determining the fate of an organization. Besides this two-way communication to discuss challenges, potential consequences, vision and values and organization's future should be established. In fact, communication is the backbone of any organization without which it cannot survive for long. Having an open conversation with employees can solve the problems that they are facing in executing their job (Gahaganu 1975). Apart from this, organizational culture, a well established and duly followed reward system including compensations benefit, stock exchange options and recognition and personal growth and satisfaction of employees are also important factors in improving the level of employee commitment (Guirdham, 2002).

Employees Relation: A Way of Improving Employee Commitment
Maintaining healthy employee relations in an organization is a prerequisite for goal attainment. Strong employee relations are required for high productivity and human satisfaction, Employee relation generally deals with avoiding and resolving issues concerning individuals which might arise out of or influence the work scenario. Strong employee relation depends upon healthy and safe work environment involvement and commitment of all employees, incentives for employee motivation, and effective communication system in the organization. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in sales level (Crainer, 1998).

Good employee relation signifies that employees should feel positive about their identify, their job as well as about being a part of such a great organization. Despite the importance of strong and healthy employee relations, there are circumstance in the life of every organization when employee and management relations are hampered. Instances of such circumstances as follows:

- When the employees do not behave as per accepted norms of behaviour, it is known as employee indiscipline. Absenteeism, change in employee's behaviour, slow- performance and grievances

Self-Motivation
Self-motivation is a power that drives employees to keep moving ahead. It encourages continuous learning and success whatever be the scenario. Self-motivation theory is a primary means of realizing our goals and progressing. It is basically related to our inventiveness in setting dynamic goals for ourselves, and our faith that we possess these required skills and competencies for achieving those challenging goals. Employees often feel the need for self-motivation.

Ways/techniques for self-motivation
- *Communicate and talk to get Motivated:* Communicating with someone can boost up your energy and make you go on track. Talk with optimistic and motivated individuals. They can be colleagues, friend or anyone with whom ideas can be shared that aims towards organizational goal.
- *Remain Optimistic:* When facing hurdles; we always make efforts to find how to overcome them.
- *Self-acknowledgement:* Employee should know when his motivation level is saturated and he feels like on top of the world. There will be a blue print that once an individual acknowledge, he can proceed with his job effectively.
- *Assist, Support and Motivate Others:* Discuss and share views and ideas with colleagues and assist them in getting committed. When an employee is observed to be committed, it will make others motivated to get committed.
- *Break your bigger goals info smaller goals:* Set a short time deadline for each smaller goal so as to achieve bigger goal on time.

Money as a Motivator
Taylor, believed in economic needs of motivation. Workers should be motivated by obtaining the highest possible wages through working in the most efficient and productive way. Performance was limited by psychological fatigue, for Taylor motivation was a comparatively simple issue. What the employees wants

from their employers to get committed is nothing else other than high salary. The ideas of Taylor and his rational economic needs concept of motivation and subsequent approaches to motivation at work have fuelled the continuing debate about financial reward as a motivator and their influence on employee commitment and performance.

Where there is little pleasure in the work itself or the job offers little opportunity for career advancement, personal challenges or growth, many people may appear to be motivated primarily, if not exclusively, by money.

Maslow's Hierarchy of Needs
Abraham Maslow Hierarchy of needs or motives are based on observation Maslow (1954) tried to explain human motivation and his work can be summarized in what is called Maslow's assertions. He suggests that human needs are arranged in series of level, a hierarchy of importance.

Maslow identified eight inmate needs, including the need to know and understand, aesthetic needs and the need for transcendence. However, the hierarchy is usually shown as ranging through five main levels, from at the lowest level, psychological needs through level. The hierarchy of needs may as a series of steps but is usually displayed in form of pyramid.
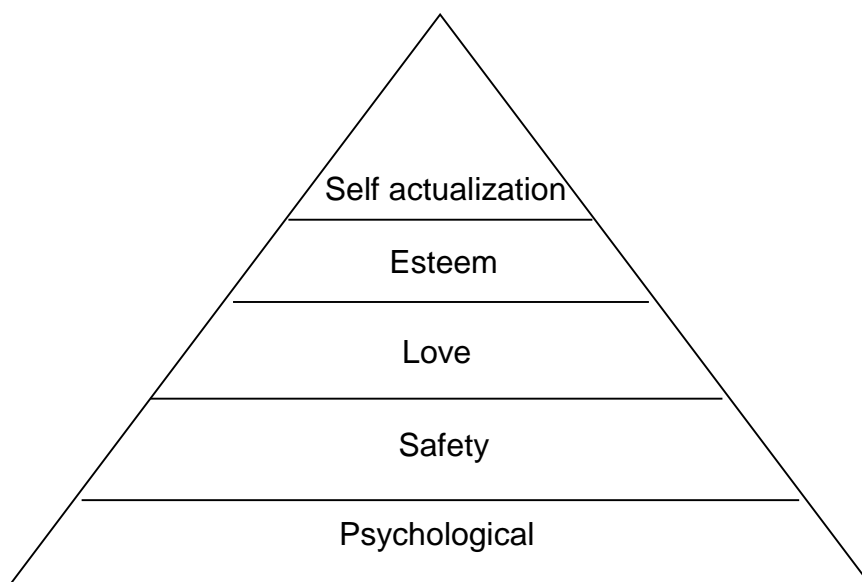
Psychological Needs: These include homoeostasis (the body's automatic effort to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasure, activity, material behaviour and arguably, sexual desire.
Safety Needs: These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness.
Love Needs: These include affection, sense of belonging, social activities etc.
Esteem Needs: These include both self-respect and the esteem of others. Self-respect   involves desire for strength, confidence, freedom, independence and achievement. Esteem involves reputation, prestige, status, attention, recognition and appreciation.
Self actualization: This is the development and realisation of ones full potential.

Herzberg's Two - Factor Theory
According to the two-factor of Frederick Herzberg employees arc influenced by two factors. Satisfaction and psychological growth as a result of motivation factor. Dissatisfaction was a result of hygiene factors.

The two factors in the theory

- Hygiene factors are needed to ensure that an employee does not become dissatisfied. They do not cause higher level of motivation. But without them there is dissatisfaction.
- Motivator factors are needed in order to motivate an employee into higher performance. These factors result from internal generators in employees.

Employee Commitment and Expectancy Theory

The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vroom stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual. The expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward (valence), the assessment that the likelihood that the effort will lead to expected performance (expectancy) and the belief that the performance will lead to reward (instrumentality). Valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job. Instrumentality is the faith that if you perform well then, a valid outcome will be there.

Implications of the expectancy theory

- The reward system must be fair and just in an organization.
- The managers must ensure that the employees can achieve the aimed performance levels.
- The managers can correlate the preferred outcomes to the aimed performance levels.
- Organization must design interesting, challenging and dynamic jobs.
  The employee's commitment level should be continually assessed.

Equity Theory

This theory is created by Adams (1963, 1965) states that workers employed by any organization want equitable return for the contribution they make.

Employees compare the ration of the input to the job and their output of thee job to a comparable person to know how they make up. Perceived discrepancies in ratio of input to output feeling of imbalance and consequently negative effect regardless of the direction of the discrepancy. In essence tension is produced by a relative deprivation. Discrepancies produced by over reward as linked to guilt feelings while underpayment produces feeling of anger or unfairness.

Equity theory focuses on people's feelings of how fairly they have been treated in comparison with the treatment received by others. It is based on exchange theory. Social relationship involve an exchange process. For instance, a person may expect promotion as an outcome of a high level of commitment in helping to achieve the organizational objective. People also compare their own position with that of others. They determine the perceived equity of their own position. Their feeling about the equity of the exchange are affected by the treatment they receive when compared according to how they perceive their importance.

 Self-efficiency: Self efficiency is the individual's self confidence and faith that has potential of performing the task. Higher the level of self-efficiency greater will be the efforts put in by the individual when they face challenging task. While lower the level of self efficiency, less will be the efforts put in by the employee or he might even quit while meeting challenges,

- **Goal Commitment:** Goal setting theory assumes that the employee is committed to the goal and will not leave the goal. The goal commitment is dependent on the following factors:
- Goals are made upon, known and broadcasted.
- Goals should be set-self by employee rather than designed
- Individual's set goal should be consistent with the organizational goal and objective.

Advantages of Goal Setting Theory

- Goal setting theory is a technique used to raises incentives for employees to complete work quickly and effectively.

- Goal setting leads to better performance by increasing motivation and effort, but also through increasing and improving the feedback quality.

Questionnaire Distribution
In the analysis of data collected from the respondents, 100 questionnaires were distributed, 80 were returned and 20 were not. The table below shows the questionnaires collected, response and percentage.

Table .1

Details	Response	Percentage %
No of questionnaire returned	80	80
No of retuned	20	20
Total	**100**	**100%**

Source: Field Survey, (2012).

The research question stated in chapter based on 80 questionnaire that were returned and completed using the simple percentage.

Table .1: Respondents from different departments

Departments	Frequency	Percentage %
Sales and distribution	20	25
Marketing and distribution	18	22.5
Customer relation	14	17.5
Human resources	10	12.5
Information system	18	22.5
Total	**80**	**100%**

Source: Field Survey, (2012).

The table shows that the sales and distribution department has the highest percentage 20% than other departments.

Table:3 Years of Service

Years	Frequency	Percentage %
1 - 9 years	24	30
10- -19 years	20	25
20 - 29 years	18	22.5
30 -39 years	18	22.5

30 and above	0	0
Total	**80**	**100%**

Source: Field Survey, (2012).

The analysis indicates that 30% of the respondents worked for 1 - 9 years.

Analysis of Questions

Table .4: Research Question 1 - Can poor communication between you and your employee on policy and programme affect your job commitment?

Options	**Frequency**	**Percentage %**
Yes	42	32.5
No	11	13.75
1 don't know	27	33.75
Total	**80**	**100%**

Source: Field Survey, (2012).

From the table above, the response shows that 42 res| said Yes with facts that poor communication between them and their employee can affect their level of commitment while 11 respondents (13.75%) said No and 27 respondents (33.75%) said they don't know.

Table .5: Research Question *2* - Can unfair and unjust treatment affect your job commitment?

Options	**Frequency**	**Percentage %**
Yes	62	77.5
No	18	22.5
1 don't know	0	0
Total	**80**	**100%**

Source: Field Survey, (2012).

From the table above, the responses shows that 62 respondents (77.5%) said "Yes" to fact that unfair and unjust treatment can affect their job commitment while 18 respondents (22.5%) said "No".

Table .6: Research Question 3 - Is unfulfilled expectation a criteria for you not to be committed?

Options	**Frequency**	**Percentage %**
Yes	36	45
No	23	28.75
I don't know	21	26.25

Total	**80**	**100%**

Source: Field Survey, (2012).

From the table above, the responses shows that 36 respondents (45°b) said "Yes" to the fact that unfulfilled expectation is a criteria for them not to be committed while 23 respondents (28.75%) said "'No", and 21 respondents (26.25%) said they don't know.

Table 7: Research Question 4 - Can unsatisfied need affect your level of employee job commitment?

Options	**Frequency**	**Percentage %**
Yes	38	47.5
No	13	16.25
1 don't know	29	36.25
Total	**80**	**100%**

Source: Field Survey, (2012).

From the table above, the responses shows that 38 respondents (47.5%) said. "Yes[1]" to the fact that unsatisfied need can affect their level of employee job commitment while 13 respondents (16.25%) said "No"' and 29 respondents (36.25%) said that they don't know.

Table 8: Research Question 5 - Can labour turnover affect your level of employee job commitment?

Options	**Frequency**	**Percentage %**
Yes	42	52.5
No	10	12.5
I don't know	28	35
Total	**80**	**100%**

Source: Field Survey, (2012).

From the table above, the responses shows that 42 respondents (52.5%) said "Yes" to the fact that labour turnover can affect their level of employee job commitment while 10 respondents (12.5%) said "No"' and 28 respondents (35%) said that they don't know.

Table .9: Research Question 6 - Can increase in your salary motivate you to get commitment?

Options	**Frequency**	**Percentage %**
Yes	80	100
No	0	0
I don't know	0	0
Total	**80**	**100%**

Source: Field Survey, (2012).

From the above table, all respondents which is 80 respondents (100%) said "Yes" that the increase in their salary can motivate them to get committed while nobody said "No" or "1 don't know".

Table .10: Research Question 7 - Can a good working condition increase your level of commitment?

Options	Frequency	Percentage %
Yes	37	46.25
No	14	17.5
I don't know-	29	36.25
Total	80	100%

Source: Field Survey, (2012).

From the above table, 37 respondents (46.25%) said "Yes" that a good working condition can increase their level of commitment while 14 respondents (17.5%) said "No" and 29 respondents (36.25%) said that they don't know.

Table .11: Research Question 8 - Does organizational rules and procedure affect your level of commitment?

Options	Frequency	Percentage %
Yes	37	46.25
No	29	36.25
I don't know	14	17.5
Total	80	100%

Source: Field Survey, (2012).

From the table above, 37 respondents (46.25%) said "Yes" that organizational rules and procedure can affect their level of commitment while 29 respondents (36.25%) said "No" and 29 respondents (36.25%) said that they don't know.

Table.12: Research Question 9 - Can interpersonal relationship that exist between you and your employer have an effect on your commitment to the attainment of your organizational goal?

Options	Frequency	Percentage %
Yes	33	41.25
No	26	32.5
I don't know	21	26.25
Total	80	100%

Source: Field Survey, (2012).

From the table above, 33 respondent (41.25%) said "Yes" that interpersonal relationship that exist between employee and employer have an effect on their commitment to the attainment of the organization goal while 26 respondents (32.5%) and 21 respondents (26.25%) said that they don't know.

Table 13: Research Question 10 - Do you see organization goal as your responsibility?

Options	Frequency	Percentage %
Yes	52	65
No	20	25
I don't know	8	10
Total	**80**	**100%**

Source: Field Survey, (2012).

From the table above. 52 respondents (65%) said "Yes" that they see organizational goal as their responsibility while 20 respondents (25%) said "No" and 8 respondents (10%) said they don't know.

Test of Hypotheses

The hypothesis formulated from the study were tested by using the simple regression analysis,

H_01: Unsatisfied need is not a factor for employee commitment.

Options	Frequency	Percentage %
Yes	38	47.5
No	13	16.25
I don't know	29	36.25
Total	**80**	**100%**

Source: Field Survey, (2012).

Decision Rule: If the calculated value exceeds the critical value, the null hypothesis will be rejected but if the calculated value is below the critical value, the null hypothesis will be accepted.

N	X	Y	XY	X²
1	*3*	28	114	9
2	2	13	26	4
3	1	29	29	1
Σ	**6**	**80**	**169**	**14**

Formular: $\dfrac{n \Sigma xy - (\Sigma x)(\Sigma x)}{n(\Sigma x^2) - (\Sigma x)^2}$

x = Representing code
y = Response from the respondents

$$\frac{3(169) - (6)(80)}{3(14)-(6)^2}$$

$$\frac{507 - 480}{42 - 36} = \frac{27}{6} - 4.5$$

Calculated value = 4.5

Critical value using 5% (0.05) level of significance

Degree of freedom = N - 1

$$3 - 1 = 2$$

Critical value = 4.3

Decision Rule: Since the calculated value (4.5) is greater than the critical value (4.3) then reject Ho. We conclude that unsatisfied need is a factor for employee commitment.

H_02: Employer and employee communication is not a determinant to employee commitment for goal attainment.

Options	Frequency	Percentage %
Yes	42	52.5
No	11	13.75
I don't know	27	33.75
Total	**80**	**100%**

Source: Field Survey, (2012).

Decision Rule: If the calculated value exceeds the critical value, the null hypothesis will be rejected but if the calculated value is below the critical value, the null hypothesis will be accepted.

N	X	Y	XY	X²
1	3	42	126	9
2	2	11	22	4
3	1	27	27	1
Σ	6	80	175	14

Formular: $\dfrac{n\Sigma xy - (\Sigma x)(\Sigma y)}{n(\Sigma x^2) - (\Sigma x)^2}$

x = Representing code

y = Response from the respondents

$$\frac{3(175) - (6)(80)}{3(14) - (6)^2}$$

$$\frac{525 - 480}{42 - 36} = \frac{45}{6} = 7.5$$

Calculated value = 7.5
Critical value using 5% (0.05) level of significance
Degree of freedom = N — 1

$$3 - 1 = 2$$

Critical value = 4.3

Decision Rule: Since the calculated value (7.5) is greater than the critical value (4.3) then reject H_o. We conclude that employer and employee communication is a determinant to employee commitment for goal attainment.

H_03: Labour turnover cannot affect the level of employee job commitment.

Options	Frequency	Percentage %
Yes	42	52.5
No	10	12.5
I don't know	28	35
Total	**80**	**100%**

Source: Field Survey, (2012)

N	X	y	XY	X^2
1	1	42	126 20	9
2	2	10	28	4
3	1	28		1
Σ	**6**	**80**	**174**	**14**

Formular: $\underline{n\Sigma xy - (\Sigma x)(\Sigma y)}$

$\quad\quad\quad\quad n(\Sigma x^2) - (\Sigma x)^2$

x = Representing code
y = Response from the respondents

$\underline{3(174) - (6)(80)}$

$\quad 3(14) - (6)^2$

$\underline{522 - 480} \quad = \underline{42} = 7$
$42 - 36 \quad\quad\quad 6$

Calculated value = 7
Critical value using 5% (0.05) level of significance
Degree of freedom = N - 1
3 - 1 - 2
Critical value = 4.3

Decision Rule: Since the calculated value (7) is greater than the critical value (4.3) then reject H_o. We conclude that labour turnover can not affect the level of employee job commitment.

H_04: Unfair treatment can not affect the employee job commitment.

Options	Frequency	Percentage %

Yes	41	51,25
No	17	21.25
I don't know	22	27.5
Total	**80**	**100%**

Source: Field Survey, (2012).

Decision Rule: If the calculated value exceeds the critical value, the null hypothesis will be rejected but if the calculated value is below the critical value, the null hypothesis will be accepted.

N	X	Y	XY	X^2
1	3	41	123	9
2	2	17	34	4
3	1	22	22	1
Σ	**6**	**80**	**179**	**14**

Formular: $\dfrac{n\Sigma xy - (\Sigma x)(\Sigma y)}{n(\Sigma x^2) - (\Sigma x)^2}$

x = Representing code
y = Response from the respondents

$\dfrac{3(179) - (6)(80)}{3(14) - (6)^2}$

$\dfrac{537 - 480}{42 - 36}$ = $\dfrac{57}{6}$ = 9.5

Calculated value = 9.5
Critical value using 5% (0.05) level of significance
Decree of freedom = N - 1
                    3 - 1 = 2
Critical value = 4.3

Decision Rule: Since the calculated value (9.5) is greater than the critical value (4.3) then reject H_o. We conclude that the unfair treatment can affect the employee job commitment.

Conclusion

This research work simply defines a great company as the one which produces superlative communicating performances induces turnover, profit etc, and to make this possible, the organization should be able to motivate their employees to get committed. The study set out to establish the main purpose of employee commitment towards the achievement of organizational goals, the various related system in the corporation and the impact they have had on the performance of the staff. It was found out that employee commitment is an important factor for the attainment of organizational goals. The implication is that if the organization imbibes the principles of employee commitment in the organization, there would be enhanced effectiveness and efficiency in the organization, and for this principle to be imbibed, the organization should make sure that there is a healthy climate with value of openness, enthusiasm, trust mutuality and collaboration which

is essential for employee commitment so also they should create a good communication system between the employer and the employee in order to maintain a cool and friendly climate that the employee will be comfortable with thereby making them to be committed. The employers should try to treat their employee fairly and just so that they will not be depressed rather they will be happy enough to get committed and work towards the attainment of the organizational goal.

Recommendations
The paper made the following recommendations.
i)   The company should create a healthy climate with value of openness, enthusiasm, trust, mutuality and collaboration which is essential for employee commitment.

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