The Factors That Affect the Organisational Commitment of Employees in a Rural Local Municipality in Limpopo Province, South Africa

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Abstract

Every organisation whether in the private or public sector cannot attain its vision, maximise profit or sustain itself without human capital. Today human resource managers face difficulties over the failure to retain long-term employees within the same organisation, leading to increased employee turnover and organisational memory loss. Employees who are committed to their organisations are likely not to turnover and to work hard to promote organisational productivity. This article is based on a study that explored employees' organisational commitment in a local municipality in Limpopo Province. The study looked at the three-component conceptualisation of organisational commitment. It employed a quantitative approach, which focussed only on permanently employed employees of the selected local municipality. A self-administered questionnaire was used for data collection and data were analysed using the Statistical Package for Social Scientists. The results of the study revealed that the surveyed employees had a higher affective commitment as compared to both continuance and normative commitment. The findings further suggest that given better employment options out there, the employees are likely to leave the municipality. This article recommends that to encourage employee organisational commitment employers should assess individual employee rewards and incentives as well as training and development needs, promote an environment that is conducive to healthy employee relationships and support programmes that enhance work-life balance.

Keywords: *Organisational Commitment; Employee Retention; Organisational Productivity; Rewards and Incentives*

Introduction

Proper management of human capital has been a topic of discussion for a while and has become increasingly important due to the volatile environments within which organisations are operating (Stewart, MacLeod, Kosteniuk, Olynick, Penz, Karunanayake, Kulig, Labrecque & Morgan, 2020).

Human capital is essential for organisations to perform well and have a competitive advantage. Retaining human capital within organisations is imperative as it helps in maintaining experienced, competent and skilled personnel as well as organisational memory for product innovation and quality service delivery (Schwab, 2018). Human resources should be treated well, as crucial assets, for them to commit to their organisations (Hilorme Perevozova, Shpak and Korovchuk, 2019).

Human capital accounts for a high percentage of the total operating costs of an organisation (Hilorme et al., 2019). Employee turnover increases those operating costs, it has a negative impact on the organisation's economic resources in a manner not budgeted for by incurring expenses. Turnover expenses include loss of productivity, recruitment costs as well as induction and training and development of newly employed employees. It is the organisation's duty to ensure that the workforce is happy and that employee commitment to the organisation is maximised while monitoring and minimising the turnover rate (Ndum & Oranefo, 2021). Pieters, Van Zyl and Nel (2019) show that committed employees contribute to the success and productivity of an organisation. In today's ever-changing job circumstances, committed employees who do not leave the organisation are to be appreciated. Research has reported that employees' level of organisational commitment is a key element in achieving efficient productivity within organisations as well as a competitive edge (Abuhashesh, Al-Dmour & Masa'deh, 2019; Rezaei, Omidi &d Kazeroni, 2015).

Work productivity amounts to service delivery in service organisations (Akparobore & Omosekejimi, 2020), and public sector organisations are no exception. To enable a municipality to deliver services to its inhabitants effectively and efficiently, it requires skilled employees with appropriate experience to perform tasks that assist the municipality attain its objective. Furthermore, a supportive work environment conducive to employee satisfaction and retention of employees is essential for organisational commitment and the general accomplishment of the organisational objectives. Pieters *et al.* (2019) reported that there is a link between organisational commitment and intention to turnover. The problem of turnover is the loss of human capital that is associated with the loss of institutional memory, as well as the loss of expertise. Therefore, organisations aim to retain their skilled employees at all costs (Chiedu, Long & Ashar 2017).

Unfortunately, most of the research on the organisational commitment of employees, as well as the associated employee turnover rate has been concentrated on the private sector (Chiedu, et al, 2017). Furthermore, more research still needs to be conducted in the municipalities in developing economies to better understand factors that are essential for employees to commit to their organisation. It is therefore essential for human resource managers within any organisation to have a more in-depth understanding of the extent of organisational commitment of their employees to retain them and have better productivity. This study examined factors that affect the organisational commitment of employees in the selected local municipality in a rural province of South Africa. The study's vision was for the municipality to know if their employees are committed to their organisation for them to focus on crafting employee retention strategies for improved overall organisational performance.

Literature Review

Organisational commitment, according to Ali, Ahmad, Firman, Smith, and Smith (2018), is a measure of employee connection and involvement with their job inside the organisation. Organisational commitment, as such, includes working behaviour that is linked to employees' ability to engage effectively in the work of the organisation and their maintenance within that organisation (Ali et al., 2018). Organisational commitment involves the behaviour of employees that determines how much they are prepared to invest their time and efforts in the organisation, as well as develop a psychologically related predisposition and emotional connection to the strategic purpose of the organisation (Lu, Lu,

Gursoy & Neale, 2016). When organisations introduce factors such as promotional prospects, incentives and rewards they motivate employees and increase organisational commitment (Suma & Lesha, 2013).

Model of Organisational Commitment

Although there are several theories of organisational commitment several researchers agree with Meyer and Allen's three-dimensional /model (Loan, 2020). This three-dimensional model conceptualises organisational commitment as consisting of three concepts, viz. the affective (emotional), continuance and normative components (Meyer, 2016). The model represents employees' deep interest in and recognition of the organisation's goals and values; a willingness to spend significant effort on behalf of the organisation; and a deep desire to remain a member of the organisation (Rodríguez-Fernández, Herrera & de las Heras-Rosas 2021).

According to Meyer (2016:31), affective commitment is "the emotional attachment to, identification with and participation in the organisation". This form of commitment further defines three dimensions, viz. the fact that employees 1) embrace and believe in the organisation's values; 2) are prepared to work hard work and help the organisation meet its goals; and 3) have the desire to stay with the organisation. Meyer (2016) states that affective commitment is further affected by variables such as challenging work, role clarity, goal complexity, leadership receptivity, peer cohesion, equity, perceptions of personal significance, receiving feedback as well as the type and timing of that feedback, commitment and reliability. Furthermore, affective commitment has been correlated with important individual behaviour that is related to employee organisational engagement, improved job satisfaction, job participation, and work dedication as well as a reduction in employee absenteeism and turnover (Govender & Grobler, 2017). According to Aboelmhasen, Seadab, and Pessa (2022:182) affective commitment "occurs when individuals become emotionally involved with the organization and feel personally responsible for the organization's level of success".

Continuance commitment, also known as instrumental commitment, is the result of an individual employee's choice to stay with an organisation following an evaluation of personal time and effort already spent in the organisation, as well as the financial consequences of changing jobs (Al-Jabari & Ghazzawi, 2019; Tomazzoni & Costa, 2020). Continuance commitment has been defined as an operational attachment to the organisation, in which the person's relationship to the organisation is based on an assessment of the economic benefits gained. Organisational members build commitment with an organisation through continuance commitment because of the favourable extrinsic rewards obtained through the hard work, without necessarily resonating with the organisation's objectives and principles (Meyer, 2016). This logic suggests that the employee can leave the organisation if better options are offered elsewhere, or the employee will stay with the organisation if better offers are within their current work organisation. This highlights the need for organisations to focus on aspects that are perceived to be of benefit to employees, enough for those employees to remain engaged and committed to the organisation's long-term success (Meyer, 2016; Rodríguez-Fernández et al, 2020).

According to Meyer (2016) in normative commitment employees feel compelled to stay with their organisation due to some internalised duty and obligation to continue to serve their organisation (Loan, 2020). Employees remain in the organisation because they feel that they should do so or it is the right thing to do, i.e., the focus is on obligation (Miao et al., 2014). Accordingly, normative committed employees believe that staying in the organisation is ethically right, irrespective of how often status advancement or satisfaction the organisation provides over time. These employees often feel obliged to 'pay back' the organisation for investing in them, for instance, through training and development. Additionally, there is a reciprocal acceptance of duties and laws that guide the relationship between the organisation and the employees (Meyer, 2016; Miao et al., 2014). Thus, individuals commit out of obedience, cautiousness, and formality (Rodríguez-Fernández et al, 2020).

Antecedents of Organisational Commitment

Antecedents of organisational commitment are actions or elements that cause commitment to occur.

- Job-Related Factors

Hackman and Lawler (1971) documented some of the work qualities that have an effect on organisational commitment, i.e., autonomy, clarity of purpose, interesting work and feedback. Increased autonomy, i.e., the degree of freedom, independence and discretion an employee is allowed in scheduling work and determining procedures, strengthens organisational commitment, increases job satisfaction and contributes to job commitment (Ilyash, Yildirim, Capuk & Bozgul, 2019). Clarity of purpose denotes a clear identification of the intentions, ideas, goals and plans of the organisation allowing employees to be informed, ask questions, and share information (ul-Hassan, Ikramullah, Khan & Shah 2021). Organisations that provide a clear sense of direction, an adequate explanation of policies and purpose report high levels of organisational commitment (Widyanti, 2020). Interesting work holds the individual's attention, is challenging and rewarding, is significant to the organisation, and allows the utilisation of a variety of employee skills and knowledge (Oyelakin et al., 2021). Feedback is the degree to which employees receive information about how well they are performing on the job. Feedback that promotes continuous improvement and constant communication with employees leads to the development of organizational commitment and enhanced performance (Audenaert, Van der Heijden, Rombaut & Van Thielen, 2020).

- Personal Characteristics

Personal characteristics that affect organisational commitment are divided into demographic and dispositional/personality variables. Demographic variables include factors such as age, marital status, educational level, gender and race while dispositional variables include beliefs, interests and personality (Korankye, Ahakwa, Anaman & Samuel, 2021). According to Aydogdu and Asikgil (2011) some research has reported a correlation between demographic variables like years of service, age and gender and affective commitment. Employees who have long service with an organisation as well as those who earn higher show apparent higher levels of organisational commitment. In addition, older employees are equally committed to the organisation. However, there are reported discrepancies when it comes to gender. The gender discrepancies are attributable to specific job behaviours and gender-related interactions (Aboelmhasen et al, 2022). Bodjrenou, Xu and Bomboma (2019) reported that married individuals tend to commit more as they have the need to provide financially for their families as well as providing a stable family structure.

In terms of personality factors, authors who include Aboelmhasen et al (2022) and Korankye et al (2021: 2347) have reported that openness to experience, conscientiousness, extraversion, agreeableness and neuroticism have a positive relationship and significant impact on organizational commitment".

- Work Environment

According to Nzewi, Chiekexi, and Alphonsu (2017), the workplace constitutes controls, behaviour and other significant powers that compete with the activities and performance of employees. According to Mostafa, Gould-Williams and Bottomley (2015) for employees to share in the organisation's vision and mission and commit enough to the organisation to execute their duties effectively, they need a conducive working environment, which provides them with necessary resources. Having a person-environment fit has been established to be beneficial to increased efficiency, profitability competitiveness and eventual organisational commitment (Hasan, Jawaad & Butt, 2021; Tsai & Yen, 2017).

- Organisational Characteristics And Management Style

Organisational processes and policies and implementation thereof as well as the style of management are described as some of the factors that affect employee organisational commitment. Employees' commitment depend on whether they perceive the policies and leadership to be consistent and favourable (Meyer, 2016; Weihui and Deshpande, 2014). Organisational polices that promote training and development opportunities, personal growth and promotion opportunities, as well as coaching and mentoring are know to promote organisational commitment. Employees are more likely to stay with their current employers if they are certain of the possibilities to advance their careers, according to Malik et al., (2012). Through clearly outlined career progression and employee advancement opportunities, organisations can attract and subsequently retain the right kind of employees (Ogini, 2020).

The affective commitment is further affected by leadership approaches that include employees in decision-making (Meyer, 2016; Pohl & Galletta, 2017). Researchers have also reported that the versatile and participatory management style positively affects employee continuance commitment (Bodjrenou et al, 2019).

Relationship between organisational commitment and organisational performance

Researchers have suggested that organisational commitment and organisational performance are related. According to Sungu, Weng, Hua, Kituleb and Fang (2020) employee organisational commitment is essential for high levels of organisational participation, strongly increasing employee efficacy, high productivity levels, and eventually improved organisational performance. Loan (2020) as well as Paramita, Lumbanraja and Absah (2020) have also showed that organisational commitment has a significant impact on employee performance. Sungu et al (2020) showed that affective and normative commitment have a strong relationship with organisational performance while continuance commitment has a negative relationship with performance.

Research Method

The study was undertaken in a local municipality in the Limpopo Province. A quantitative cross-sectional survey was undertaken. The study targeted those employees who were permanently employed by the municipality at the time of the study. At the time, the municipality had a total of 258 employees excluding the municipal manager, chief financial officer, and directors of various departments as set out in the Municipal Systems Act 32 of 2000, Section 56. The study used proportional stratified random sampling. A total sample of 155 participants was chosen. The population was divided into strata according to their position at work. Questionnaires were used to gather data. The questionnaires were emailed to some participants and personally delivered to employees who are field workers, especially technical and community service employees.

The Organizational Commitment Questionnaire, which was used in the study was created by Allen and Meyer (1996) to determine the level of commitment of the employees to their organisation. The questionnaire uses 18 items to assess normative, affective and continuance commitment (six items per scale). It has demonstrated validity of 0.71 for the three forms of commitment a (Pieters, 2015). This instrument was also found by Khan, Awang and Ghouri (2014) to be a valid measure of organisational commitment.

Results

Demographic Information of the Participants

A total of 136 questionnaires were received back from the study's participants, i.e., 88% response rate. The results present the biographical information of the participants first, i.e., gender, age group, highest level of education/qualification(s), job type, job title, and service period/tenure.

• Gender of the Participants

Of the 136 participants, 78 (57%) were male and 58 (43%) were female. The demographic results were consistent with the he municipality's population of more males than females.

• Age and Gender of the Participants

According to the findings, most of the participants were between the ages of 30 and 45, accounting for 48% of the sample, with 37 males and 28 females in that category, followed by 38% of participants between the ages of 46 and 55. It was rather concerning that the participants below 30 years of age constituted only 2% of the entire sample implying that the municipality's workforce is made up of individuals of advanced age. Figure 1 illustrates these results.
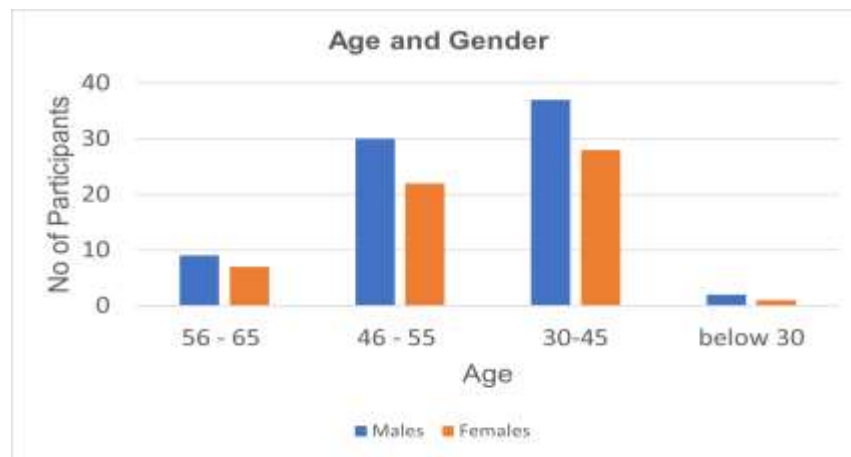

Figure 1: Age and gender of the participants

• Education Level and Gender

Results show that the majority of the participants, i.e., a total of 53 (39%) participants, 30 males and 23 females had post-high school diplomas while only 4 (3%) 2 males and 2 females had a postgraduate degree. A comparative look at the qualification levels of females compared to males suggests no difference as presented in Table 1.

Table 1: Gender and educational level

Qualification	Males	Females	Total
Did not complete grade 12	7 (9.0%)	5 (8.6%)	12 (9%)
Matric (grade 12) Certificate	13 (16.7%)	9 (8.8%)	22 (16%)
Post High School Certificate	18 (23.1%)	13 (22.45)	31 (23%)
Post High School Diploma	30 (38.5%)	23(39.7%)	53 (39%)
Bachelor's Degree	8 (10.3%)	6 (10.3%)	14 (10%)
Postgraduate Degree	2 (2.56%)	2 (3.4%)	4 (3%)
Total	**78 (100%)**	**58 (100%)**	**136 (100%)**

- Job Title and the Department the Participants Worked for

The majority of the participants (92%) were in operational and tactical departments while 8% were in strategic/managerial departments. From an operational (non-managers) level the majority of the participants were general workers 54 (50%); followed by field personnel 38 (35%); and office-bound personnel 16 (15%) who included mostly administrative staff. Corporate services, technical, and financial departments had the most participants in the strategic category.

- Service Period in the Municipality (I.E., Tenure in Years)

The results as presented in Table 2, reveal that the average number of service period (in years) of participants' in the at the strategic level (8%) is 8.9, for a tenure between 2 and 18 years; while tactical and operational levels had an average of 10.2 years, which ranged between 2 and 20 years.

Table 2: Tenure of the participants in the municipality

	Valid N	Percentages	Mean (Average number of years)	Range (Number of Years)
Strategic	11	8	8.9	2 – 18
Operational/tactical	125	92	10.2	2 – 20
Total	**136**	**100%**		

- Validity and Reliability of the Measuring Instrument

Even though the measuring instrument was made up of a standardised test, it was still piloted on a few participants who were part of the target group but were not used in the eventual sample to see applicability in this context. The Cronbach alpha coefficient of internal consistency was measured. The standardized Cronbach alpha coefficient, which measures the internal consistency was 0.950872 suggesting that the measuring instrument was reliable.

Participants' Organisational Commitment

This section presents the results on whether the participants are committed to their organisation. Affective commitment, continuance commitment and normative commitment are the three categories measured by the Organisational Commitment Questionnaire, which was used in the study.

- Affective Commitment

Affective commitment occurs when employees remain with an organisation because they are emotionally attached to it (Meyer, 2016:31). The majority of the participants (74%) indicated that they did not feel a sense of belonging; nor did they feel like part of the family (61%). They (59%) also indicated that they did not feel emotionally attached to their current organisation. Therefore, their responses suggested that they did not have affective commitment to their employer. Notwithstanding those feelings, over 76% of them indicated that they would be happy to spend the rest of their lives with the municipality, their current employer. By and large, there is low affective commitment of the participants because their continued stay with their employer, even if it is for the rest of their lives, is due to their own circumstances or the economic situation of not offering many employment opportunities outside of their organisation.

- Continuance Commitment

Continuance commitment occurs when employees stay with a company because the costs of deciding to leave are high (Meyer, 2016:32). The results of the study suggest that the participants have

continuance commitment. The responses indicate that 59% of the participants believe that there are few employment options outside of their organisations, which makes it difficult for them to consider leaving their employment. Over 71% of them indicated that if they had not already put so much of themselves into the organisation they might consider working elsewhere; they (57%) would not leave their current employer because there are a few alternatives available out there; and that too much of their lives would be disrupted if they decided to leave (88%). Furthermore, the results show that they are staying in the municipality as a matter of necessity as much as desire (69%); that they would continue to stay as it is costly. Therefore, they continue to stay even though the majority of them (76%) agreed that they do not feel obliged to remain with their current employer. Their responses suggest that they have continuance commitment, that they leaving is a bit costly for them and that they continue to stay with the organisation for themselves, i.e., their personal circumstances rather than for the organisation itself.

- Normative Commitment

Normative commitment occurs when employees stay with a company because they feel compelled to (Meyer, 2016:32). The responses of the participants suggest a general trend towards a lack of normative commitment. Over 53% of them indicated that they would not feel guilty if they left their organisation; they did not feel that the organisation deserves their loyalty; and that they do not owe their employment. They however, indicated that they feel a sense of obligation to the people in their current organisation. The feeling of obligation towards colleagues is a positive thing as it could be due to their positive relationship with their co-workers.

Factors that Facilitate Participants' Organisational Commitment

Participants mentioned that some of the factors that facilitate their commitment to their organisation include organisational benefits and rewards. For instance, they mentioned that their employer contributes to their retirement and their medical benefits. One participant stated that "*Having a council contribution, a portion of which goes towards my medical aid even when I retire, is what motivates me to give my all to this municipality. Knowing that I can still use private health facilities in my old age motivates me to be focused on my responsibilities*".

A second frequently cited facilitative factor was reportedly the opportunities offered by their organisation to work as teams, which according to the participants enhances their productivity. One of them stated that "*A supervisor who facilitates and supports team work in her subordinates is appreciated and is considered as a good leader*".

Other factors that were mentioned by the participants and considered as important for organisational commitment include: access to working equipment, which is adequate and in a functioning condition; training and development opportunities for employees skills development as well as for personal growth; provision of adequate and proper protective equipment and clothing as well as being trained on how to use those provisions properly; salary that is comparable to that received by employees who work in other municipalities at the same rank/position and doing similar jobs; recognition for jobs well done; a feeling of being treated with respect, fairness, consistency and transparency by supervisors/managers; access to wellness programmes; workplace safety; opportunities for career growth and development; and job security.

Strategies Suggested to Improve Organisational Commitment

The participants proffered the following as possible strategies the municipality could use to enhance organisational commitment of their employees:

Recognition of employees, i.e., publicly expressing gratitude for the efforts of employees, their contributions as well as their creativity. It is the public acknowledgement of a staff member's effort or deed, as well as the official acceptance and approval of something or someone. If the employees are aware that they are valued and that much more is expected of them, there is a good likelihood that they will strive to meet the goals of their organisation. According to Kayani and Kayani (2021) recognition, appreciation and rewards foster employee commitment in their organisation.

Consistent and non-discriminatory implementation of organisational policies of for instance, promotion, disciplinary action contributes to organisational commitment within the workplace. The participants stated that if promotions were fair and did not have any political influence more employees would be committed to the organisation.

Leadership and management attributes, i.e., the way their leaders treat the employees with respect, practising ethical behaviour, promoting trust and communicating with honesty and respect of employees. The importance of the attributes of the leadership and the organisational commitment of employees has been documented by several researchers (Afshari & Gibson, 2015; Kayani & Kayani, 2021). It was suggested that the respect should extend to listening to the opinions and perspectives of employees and giving them a chance to express themselves. Managers who give timeous and constructive feedback were cited as crucial to the organisational commitment of employees. Researchers reported that leaders who recognise and acknowledge the talents and contributions of their employees, who had an open and honest communication and gave feedback facilitated their organisational commitment (Estigoy & Sulasula 2020; Saha, 2016). The importance of building and facilitating teamwork was emphasised as important for building a sense of belonging and thus fostering organisational commitment. Together with teamwork, open communication and development of a clear communication strategy were considered important, which are factors that have been described by other researchers such as Kayani and Kayani (2021).

Clear and transparent policies of promotion and employee development as well as training and development opportunities. According to Rofiqi, Nuritasari and Wiliyanarti (2019) leadership style, compensation and prospects of personal advancement within an organisation promote employee organisational commitment.

Remuneration that is perceived to be fair and in line with the effort exerted by individuals as well as their rank, experience and qualifications. Incentives and rewards were also mentioned as important for promoting organisational commitment. Researchers such as Saha (2016) and Rofiqi et al (2019) also documented that compensation as well as incentives and rewards have been found to be crucial in promoting organisational commitment.

A working environment that is conducive to performance and productivity through provision of necessary equipment and resources.

Recommendations

From the results of the study, especially based on the factors that facilitate organisational commitment as explained by the participants, as well as the suggested strategies that they offered, the study recommends that in order to improve the organisational commitment of employees some measures need to be put into place at at least three levels, viz. the individual, group and organisational levels as indicated in Figure 2.

Figure 2: A framework for improvement of organisational commitment *(Source: Authors)*

As portrayed in the figure above figure, at the ***individual level*** there are two parts, i.e., that of the leaders/managers of organisations and the one of the employees. It is recommended that the managers lead with integrity and honesty using clear and transparent communication. They should also maintain work ethics. Managers should also create a conducive working environment by providing resources as well as equipment needed by employees for them to be productive. They should also provide training in terms of using the equipment provided. It is also recommended that managers give clear expectations for performance, measure that performance and give constructive and timely feedback. Where performance has been good due recognition should be given and corrective measures and guidance be given in cases where there is need to improve performance. On the side of individual employees, it is recommended that they maintain a positive working culture and positive working relationship. Employees should also strive to work well in team and to maintain organisational ethics. Managers and employees should maintain healthy relationships of mutual trust and respect while at the same time employees should maintain the same kind of relationship amongst themselves.

At the ***group level***, it is recommended that employees strive to work well as team members and they maintain healthy relationships. Additionally, they should maintain a positive work ethic.

It is further recommended that at the ***organisational level*** management solicit participation and collaboration in terms of strategic planning so that there is support and buy-in of the mission and goals of the organisation. In addition, clear goals and expectations for performance should be set flowing clearly from the organisational strategy, which should be monitored regularly and performance maintained or improved. A clear communication strategy will also further help in making sure that all employees understand what is expected of them.

The ***human resource function***, which is important to maintain or improve employee organisational commitment includes clear policies and procedures for promotion and development of employees. Such policies should be implemented in a transparent and consistent manner. Other important policies that might address the suggestions raised by the participants in the current study include those of incentives and rewards as well as training and development.

Discussion and Conclusion

The results of the current study suggest that the participants have no affective or normative commitment while they show tendencies towards continuance commitment. Maleka, Mpofu, Hlatywayo, Meyer, Carr and Parker (2019) have reported that there is a relationship between organisational commitment and employee engagement. In particular, researchers have reported that affective commitment is linked to job satisfaction and tendencies not to turnover (Hassi, 2019; Yukongdi & Shrestha, 2020). Affective commitment is "the extent to which an employee relates to an organization's objectives, ideals, beliefs and the employee also wishes to continue being a member of the organization" (Yukongdi & Shrestha, 2020: 90). It also involves the passion that employees have, their identification with the organisation and involvement in its operation, and their desire to see their organisation do extremely well (Al-Haroon & Al-Qahtani, 2020; Radosavljević, Ćilerdžić, Dragić, 2017). The understanding of affective commitment implies that if employees have affective commitment they are aligned with the goal of the organisation and therefore their commitment is likely to result in high performance, Researchers have also pointed out that affective commitment best predicts intention to leave, i.e., employees without affective commitment are more likely to turnover (Serhan, Nehmeh & Sioufi, 2021).

Studies have reported conflicting results on the relationship between continuance and normative commitment and performance. While most studies have shown a positive correlation between normative commitment and job performance, Jakada, Jakada, 'afaruBambale, Hussein, Kurawa & Rabi'u (2019) documented a negative relationship that was not significant. Albdour and Altarawneh (2014: 208) reported that the positive correlation between normative commitment and job performance is likely because "employees who are physically, cognitively, and emotionally involved in role performance would feel obliged to remain in the organization".

According to Wang, Guo and Duan (2022) some studies have shown a positive relationship (e.g., Gilbert & Konya, 2020) while others have shown a convincing negative relationship between continuance commitment and performance (Jakada et al 2019; Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Jakada et al (2019) stated that continuance commitment had a negative effect on the job performance of employees while Meyer et al (2002) found that it is not desirable for work behaviour. This negative correlation, according to Wang et al (2022), is because continuance commitment may not have an intrinsic motivational effect that the other forms of commitment might have.

Another issue that research has pointed out, in terms of lack of organisational commitment by employees in areas like rural municipalities is the fact that the employees always aspire to move to bigger municipalities or more urban areas. Maleka et al (2019) showed that when employees are aspiring to places that are perceived to be economically better than where they are their work engagement and organisational commitment are affected negatively as they keep job-hunting while they are employed.

In summary, the results of this study suggest that the participants do not have affective or normative commitment while they have continuance commitment.

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