



Effect of Employee's Commitment on Organizational Performance: A Case of Selected Public Service Sector, Guji Zone, Oromia, Ethiopia

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Abstract

This research investigates the effect of employee commitment on organizational performance in a specific public sector in Oromia, Ethiopia's Guji Zone. Using an explanatory sequential method design and a quantitative research approach, survey data from 398 respondents at the zonal and district levels were chosen using probability sampling procedures. Of these, 390 responses were valid. The structural equation modeling (SEM) analysis utilizing SPSS v26 and AMOS v23 was based on the three-component model of dedication and the Balanced Scorecard framework. The results showed that normative commitment had the biggest positive effect on organizational performance ($\beta = .255$, $p < .001$), followed by emotional commitment ($\beta = .197$) and continuance ($\beta = .231$). There are important theoretical and practical implications to these findings. Normative commitment should be given top priority by public sector managers in the research area through staff practices that respect community service and include local norms into organizational effectiveness performance reviews. Based on the finding, meaningful work and supportive leadership can generate affective engagement, assurances of clear career advancement, job stability, and pension benefits can encourage ongoing commitment. In order to improve organizational effectiveness, it is advised that public sector executives be required to establish strategic intentions that are in line with merit-based placement, innovation, health and safety, transparent hiring, and motivational systems on HRM practices.

Keywords: Employee commitment, organizational performance, public service sector

1. Introduction

In the world acknowledge that staff commitment and the psychological bond are essential for public sector effectiveness, since they lower attrition and promote volunteer effort (Abd Razak et al., 2025). In both rich and developing countries, encouraging such commitment is essential for meeting performance targets in the face of financial limitations and rising public expectations (Farzad and Roshdieh 2024). Understanding how different types of commitment affect employee behavior and organizational outcomes in diverse institutional and cultural contexts requires an understanding of this complex paradigm. Employee commitment has emerged as a key performance factor in contemporary public administration studies. Governments all throughout the globe understand that psychological connection, loyalty, and commitment influence how well services are delivered (Falcone 2023).

In Africa internist employee commitment are especially important in public sectors, according to cross-regional comparative research (Mosha and Rwabishugi 2023). Ethiopian public sector organizations would be staffed by highly dedicated workers who have a strong sense of commitment to serve the public, show great emotional attachment, and perceive little consequences of quitting. Such dedication would boost organizational performance, resulting in improved customer satisfaction, effective service delivery, and the success of developmental goals (Mosha and Rwabishugi 2023).

In order to advance employee inspiration and engagement, the Ethiopian government has implemented public service reforms including as the Citizens Charter, the BSC, and Business Process Reengineering (Ferede et.al. 2025). Study by Debele (2025), & Deresso, et al. (2024) done in Ethiopia, result shows hierarchical work cultures, inflexible bureaucracies, and uneven leadership commitment deter participation. This connection is highlighted by current civil service reforms in Ethiopia, such as the Balanced Scorecard and Business Process Reengineering, and studies show that emotional engagement greatly enhances performance (Gile, van de Klundert, and Buljac-Samardzic 2022). Researcher consider different theory consider, such as Becker (1960) side-bet theory introduce three-component model, which distinguished between emotional, continuance, and normative commitment, the theoretical development of employee commitment advanced (Santana et al. 2024).

Social exchange theory by Blau (1964), norm of reciprocity, asserts that when companies show their employees that they are trusted, supported, and invested in, employees respond with dedication, loyalty, and extra effort (Cropanzano et al. 2023). Additionally, Goal-setting theory, is setting clear, difficult goals improves performance by focusing attention, energizing effort, boosting perseverance, and inspiring the creation of strategies (Blau 1964). Goal clarity and employee participation in goal-setting have a major impact on commitment and performance in Ethiopian public enterprises using Result Oriented Performance Management Systems (Gile et al. 2022). For this investigation social exchange theory and goal setting theory were selected to hypothesize the research question.

These systemic problems highlight how critical it is to comprehend how various commitment dimensions might be promoted in settings with limited resources. Although continuity and normative commitment also significantly contribute to retention and engagement, recent Ethiopian data suggests that emotional commitment is the most important factor in connecting organizational practices to performance results (Dawit 2025). Implementing commitment-focused human resource strategies in Ethiopian public sector enterprises presents significant practical problems despite a strong theoretical base (Seyoum 2024). According to a critical analysis of public sector reform, implementation has stopped due to budget limitations, political unpredictability, and bureaucratic reluctance.

This divide is crucial because different forms of commitment have different causes and effects, and treatments for emotional commitment are different from those for continuation or normative commitment. In the Guji Zone of Oromia, there is a crucial context gap because no targeted studies have looked at public service organizations at the zonal level. As a result, Guji's public employees have to deal with issues like conflicts between management and leaders, high taxes, budget deficits, gender discrimination, high inflation, and juggling formal bureaucratic requirements with community expectations that place a premium on hierarchy and personal relationships. In order to fill these gaps, this study answers the question: how employee commitment affects organizational performance in the civil service sector in Guji Zone? By breaking down commitment dimensions, it offers evidence-based, locally relevant insights for practice and policy, and in order to provide focused interventions and improve Ethiopia's public sector requires an answer to this issue.

2. Empirical Literature Review

Over the past three decades, a rising body of observed study has examined the association between employee commitment & organizational performance across diverse geographical, industrial, and methodological settings. These studies offer critical insights into how distinct dimensions of employee commitment affect performance outcomes, the mechanisms underlying these effects, and the contextual factors that moderate them (Nanjundeswaraswamy 2023). The evidence is organized thematically global, African, and Ethiopian to identify established findings and gaps that motivate the present investigation (Astawesegn et al. 2025).

Internationally, meta-analytic and primary studies consistently report a positive, significant commitment performance (Riketta 2008) originate a correlation of $r = 0.24$ among organizational commitment and job performance, with affective commitment outperforming continuance commitment (Temere 2023). Confirmed this relationship across occupational groups and sectors. A large US study showed that affective commitment predicts task performance and organizational citizenship behaviors, mediated by work engagement (Saks, Gruman, and Zhang 2022). In the UK, commitment especially affective was a stronger predictor of public sector service quality than job satisfaction or involvement (Zakiy, et. al., 2023)

While Singaporean research emphasizes the mediating role of commitment among HRM practices and performance (Tan 2024). African research reveals both distinct contextual dynamics and universal patterns. Affective commitment is a powerful predictor of performance in Nigeria, however because of the high level of job stability, continuous commitment is more important than in Western contexts (Iwuchukwu-Udeagha 2025). According to Ghanaian research, performance is also greatly impacted by normative commitment, which is motivated by cultural loyalty (Abiemo 2024). The relationship between commitment and performance is strengthened in Kenya by supportive corporate cultures (Munyi 2024). When taken as a whole, these studies show how strong the association is while emphasizing the effects of employee commitment on organizational performances in governance structures. Recent Ethiopian research confirms the commitment performance nexus in public institutions (Gonfa et al. 2025). It found that affective commitment significantly improves performance in the Public Service Employees Transport Service Enterprise, with transformational leadership explaining 41.6% of commitment variance. Study by Temere (2023) demonstrated that commitment mediates the reward system performance relationship in universities,

with affective commitment being the strongest mediator. Berhanu (2025) showed that commitment mediates the link between organizational culture consistency and mission orientation and employee performance in Addis Ababa public organizations. Astawesegn et al. (2025), noted that inconsistent leadership commitment hinders the translation of employee commitment into performance.

A synthesis of global, African, and Ethiopian studies confirms a positive commitment–performance relationship, with affective commitment strongest (Gonfa et al. 2025; Seyoum 2024). However, critical gaps remain: no research exists in Guji Zone’s public service sectors with selected districts limited attention to continuance, normative commitment, and under examined moderators and mediators. This study addresses these gaps by investigating differential commitment effects on performance in Guji Zone’s public service sector.

2.1. Effect of affective commitment on organizational performances

Affective commitment, identification, and connection with the corporate significantly enhances organizational performance in Guji Zone’s public service sector through increased work effort, improved service quality, and organizational citizenship behaviors. The study done by Zakiy, et. al., (2023) in Indonesia on sharia bank result indicate that Affective commitment has a significant effect on organizational effectiveness, this support that affective dedication has a positive effect on employee dedication. Other empirical evidence from Ethiopia health care service Jima Zone public health facility done by (Deressa et al. 2022) result show that there is strong link between employee commitment and organizational performance. This suggests that affective commitment has been recognized as a motivator and factor influencing health care workers’ organizational performance. Other study in title of employee commitment on organizational performance within Ethiopian Public Universities study done by (Gede and Huluka 2024) result indicate that employee commitment are significant and favorable impact on organizational performance.

Studies at Ethiopia’s continuance with normative commitment, affective commitment is not driven by financial rewards but by supportive leadership, recognition, and meaningful work (Gobena and Kant 2022). For Guji Zone, where resources are severely constrained, fostering affective commitment through non-financial means supportive supervision, value alignment, and community service orientation offers a sustainable pathway to performance improvement. Thus, affective commitment enhances performance by motivating discretionary effort, improving service quality, and encouraging citizenship behaviors, high-need environment is vital in study area (Falcone 2023).

H1: Affective commitment has positive effect on organizational performances

2.2. Effect of normative commitment on organizational performances

In the public sector, normative commitment the perceived duty to stay and contribute because of internalized loyalty significantly improves organizational performance through many mechanisms such increased attendance and policy adherence (Astawesegn et al. 2025). Evidence from Africa attests to its powerful performance impact, which frequently rivals affective commitment (Iwuchukwu-Udeagha 2025). Additionally, it maintains goal pursuit in the face of resource limitations or changes in leadership (Balcha, et al., 2025). Through acknowledgment, development investments, & alignment with community values, managers can cultivate normative commitment, providing a sustainable performance approach even in contexts with limited resources.

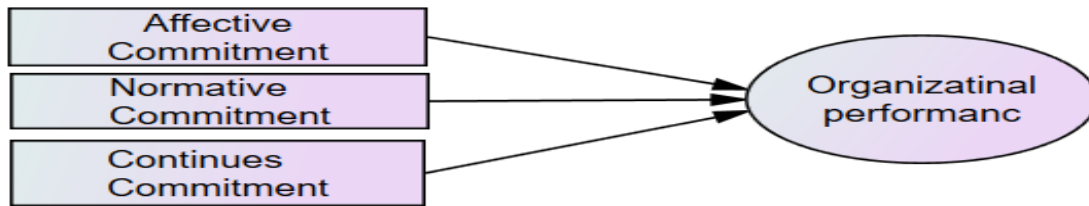
H2: Normative commitment has positively affect organizational performances

2.3. Effect of continues commitment on organizational performances

By guaranteeing staff stability, lowering turnover, and maintaining consistent attendance, continuity commitment which is based on perceived costs of leaving, such as lost pensions, job security, and career investments improves organizational performance public sector. The COVID-19 crisis in Cambodia provides proof that a dedication to continuity sustains performance in the face of instability (Nanjundeswaraswamy 2023). Low continuation commitment almost doubles turnover intention, according to Ethiopian health center statistics. Additionally, this dedication encourages regular role fulfillment and organizational citizenship behaviors (Salisu, Chikaji, and Kachalla 2025). This relationship is moderated by fairness and organizational support, which makes clear career structures and dependable pensions crucial (Gede 2025). In order to maintain performance in the face of political unrest and resource limitations and guarantee that disadvantaged communities continue to receive public services, managers should promote continuation commitment through equitable, open retention measures.

H3: Continues commitment has significant effect on organizational performances

Figure 1. Conceptual framework



Source: created by author

3. Research Methodology

This study used a quantitative cross-sectional design to examine the effect of employee commitment on organizational performance in the public sector of Guji Zone.

It covered Zonal level Workers and six districts selected such as Adola Rede, Oddo Shakiso, , Wadera, Arda-Jila Me'e Boko, Shakiso town and Adola Woyu, and five clusters like Economic, Administrative, Infrastructure, Social, and Law & Justice. A sample of 398 (including 10% to account for non-response) was selected from 5,946 workers using Yamane's (1967) algorithm at 95% confidence and 5% margin of error Chalchissa Amentie Kero *et al.*, (2017). To achieving the objective of research goal were used sequential explanatory research design, and simple random sampling technique where used and member of the target population has probability of being selected as a respondent from the sample group, which guaranteed representative coverage across administrative levels (Hair et al. 2019).

3.1. Scale Development Based on Related Literature

The measuring tool was created in accordance with accepted standards for scale development. The validated Three-Component Model (Meyer 2025), was modified to provide 15 employee commitment questions that captured emotional, continuance, and normative aspects with five items each. Previous Ethiopian public sector study has shown that this framework has high psychometric qualities (Deresso et.al. 2025). Learning and Growth, Internal Process, Customer Satisfaction, and Financial Perspective are among the organizational performance measures that were derived from the Balanced Scorecard (Kaplan and Norton 2001), and instruments evaluated in Ethiopian public contexts (Ferede et al. 2025). A five-point Likert scale was employed for each item (Kline 2023). 36 revised items were produced after content validity was proven through expert assessment (n=5). Cronbach's alphas of 0.954 (commitment) and 0.86 (performance) from a pilot research with 40

participants exceeded the 0.70 criterion, indicating satisfactory internal consistency for the Guji Zone public sector setting.

3.2. Data Collection and Preliminary Analysis

398 sampled employees completed self-administered questionnaires to collect primer and secondary data during a three-month period. Procedural consistency was guaranteed by skilled research assistants. The minimal sample size required for structural equation modeling was exceeded by 390 (97.9%) of the 393 returned questionnaires (98.7% response rate) after partial answers were eliminated. Preliminary analyzes that were within acceptable ranges included checking for missing values, identifying multivariate outliers using Mahalanobis distance, and assessing normality using skewness and kurtosis.

4. Table 1. Demographics characteristics of the respondents

	Gender	Age	Marital status	Family size	Education level	Job position	Working experience	Respondent office cluster	Salary scale
Mean	1.2128	1.9769	1.8718	1.3590	3.9795	2.5282	1.7744	2.2333	2.9821
Std. Dev.	0.4099	0.7802	0.3979	0.6163	0.6410	0.6316	0.789	1.3508	0.8375

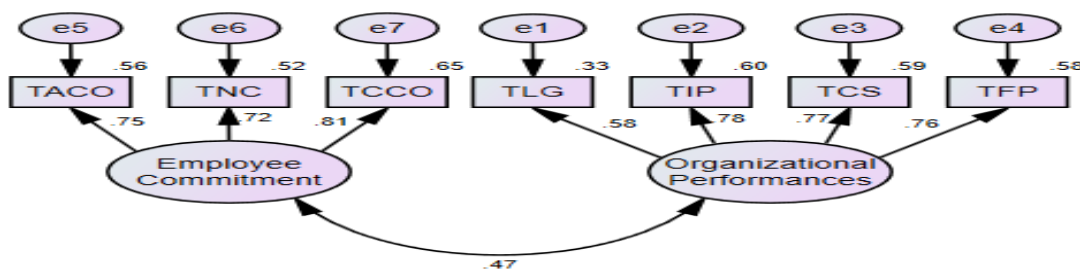
The profile of respondents the 390 respondents provides a comprehensive table 1 of the public servants in Guji Zone. The gender distribution (mean = 1.21, SD = 0.41) indicates that the sample is predominantly male, with females making up about 21%. The age distribution (mean = 1.98, SD = 0.78) indicates a relatively young workforce with potential for long-term organizational development, with the bulk of responders falling between the 26 – 35 age group. Marital status (mean = 1.87, SD = 0.40) indicates that a sizable majority of respondents are married, whereas family size (mean = 1.36, SD = 0.62) suggests moderate household sizes of about 1–5 persons, which may affect financial obligations and work-life balance concerns. With the majority of respondents having bachelor's degrees or similar credentials, the educational profile (mean = 3.98, SD = 0.64) shows a highly educated workforce, which is encouraging for capacity building. While working experience (mean = 1.77, SD = 0.79) implies a moderate tenure of six to ten years, job position (mean = 2.53, SD = 0.63) indicates that respondents primarily hold mid-level professional responsibilities. With significant heterogeneity among sectors, the office cluster distribution (mean = 2.23, SD = 1.35) indicates representation across administrative, social, and economic clusters. The majority of respondents make between 10,001 and 15,000 ETB per month, according to the salary scale (mean = 2.98, SD = 0.84). Together, these demographic traits point to a workforce that is educated, diversified, and has a moderate amount of experience. This puts them in a good position to interact meaningfully with employee commitment on organizational performance, which supports the validity of further analyzes.

4.2. Measurement model for employee commitment and organizational performance

To estimate the degree of employee commitment as a predictor of organizational effectiveness, three specific aspects were considered: affective, normative and continues commitment. For organizational performance Learning and growth, internal process and financial perspective are used proxies. The items used for this valuation underwent systematic tests to ensure their reliability, and validity as verified in Table 2 below. The values offered in Table 2 show that all items hold the values of Cronbach's alpha more than 0.92, which signifies a very high level of internal consistency between items. Additionally, all items exhibited factor loadings above or equal to the minimum requirement of 0.7, with (AVE) values exceeding 0.60.

These findings serve as evidence for the presence of both composite reliability and convergent validity. Furthermore, the correlation values among each variable are expressively lower than the square root values of the (AVE) for each hypothesis. Likewise, the squared values of the correlations between hypotheses are also considerably below the AVE values for each construct. This confirms that the paradigm possesses discriminant validity, thereby establishing its suitability. Finally, the values presented in Table 2 provide a comprehensive overview of the measurement aspects related to the worker dedication and organizational performances construct. These values were attained through CFA, which serves as a robust method for testing both validity and reliability.

Figure 2. Measurement model EC and OP (CFA)



The above figure 2, confirmatory factor analysis (CFA) diagram present the EC and OP multidimensional character of commitment is confirmed by the latent construct Employee Commitment, which consists of TACO (affective), TNC (normative), and TCCO (continuance) dimensions. Strong factor loadings of .75, .72, and .81, respectively, are shown. These loadings show strong convergent validity as they are greater than the suggested cutoff of 0.70 (Hair and Alamer 2022). The Balanced Scorecard system is supported by acceptable to strong loadings for organizational performance as assessed by TLG (learning and growth, .58), TIP (internal process, .78), TCS (customer satisfaction, .77), and TFP (financial perspective, .76) (Kaplan & Norton, 1996).

Preliminary evidence of the proposed link is provided by the moderate correlation (.47) between commitment and performance variables, which supports further study (Kline, 2023). In the study area context public sector setting, the assessment model exhibits appropriate psychometric qualities for assessing the role of employee commitment in organizational performance.

Table 2. Result of descriptive analysis CFA

Variables	Constructe d	Item	Factor Loading	Cronbach Alpha	CR	AVE	AVE ²	CR ² /MXR/H/
Employee Commitment (EC)	Affective Commitme nt (ACO)	ACO1	.86	.946	0.933	0.718	0.848	.97
		ACO2	.96					
		ACO3	.86					
		ACO4	.92					
		ACO5	.75					
	Normative Commitme nt (NC)	NC1	.84	.927	0.899	0.614	0.784	.93
		NC2	.89					
		NC3	.82					
		NC4	.79					
		NC5	.89					
	Continuou s Commitme nt (CCO)	CCO1	.74	.926	0.911	0.653	0.808	.95
		CCO2	.92					
		CCO3	.92					
		CCO4	.84					
		CCO5	.78					
Organization al performances (OP)	Learning and growth (LG)	LG1	.84	.973	0.973	0.879	0.938	.98
		LG2	.97					
		LG3	.95					
		LG4	.97					
		LG5	.93					
	Internal Process (IP)	IP1	.67	.956	0.957	0.791	0.889	.97
		IP2	.97					
		IP3	.98					
		IP4	.98					
		IP5	.92					
		IP6	.96					
	Customary Satisfactio n (CS)	CS1	.89	.959	0.959	0.824	0.907	.96
		CS2	.87					
		CS3	.92					
		CS4	.94					
		CS5	.89					
	Financial Perspectiv e (FP)	FP1	.89	.952	0.953	0.803	0.896	.97
		FP2	.91					
		FP3	.90					
		FP4	.97					

		FP5	.76					
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Source: Survey result of SPSS output (2025)

In the Guji Zone public service environment, the descriptive analysis results show strong psychometric qualities for all organizational performance and employee commitment variables. The recommended thresholds for employee commitment are exceeded by factor loadings between 0.74 and 0.96, the vales of Cronbach's alpha among 0.926 & 0.946, composite reliability (CR) between 0.899 and 0.933, and average variance extracted (AVE) between 0.614 and 0.718 (Fornell & Larcker, 1981). Discriminant validity (DV) is approved by the square roots of AVE (0.784 – 0.848), which are higher than inter-construct correlations. Organizational performance dimensions also show exceptional reliability: Cronbach's alphas (0.952–0.973), CR values (0.953 – 0.973), and AVEs (0.791 – 0.879) all exceed benchmarks. Convergent validity (CV) is further confirmed by factor loadings (0.67–0.98) & MaxR(H) values (0.96–0.98). These findings provide a strong measurement basis for analysis and validate the Three-Component Model (Meyer & Allen, 1997) and Balanced Scorecard framework (Kaplan & Norton, 1996) in this Ethiopian context (Kline, 2023).

Table 3. Model fitness of employee commitment and organizational performance

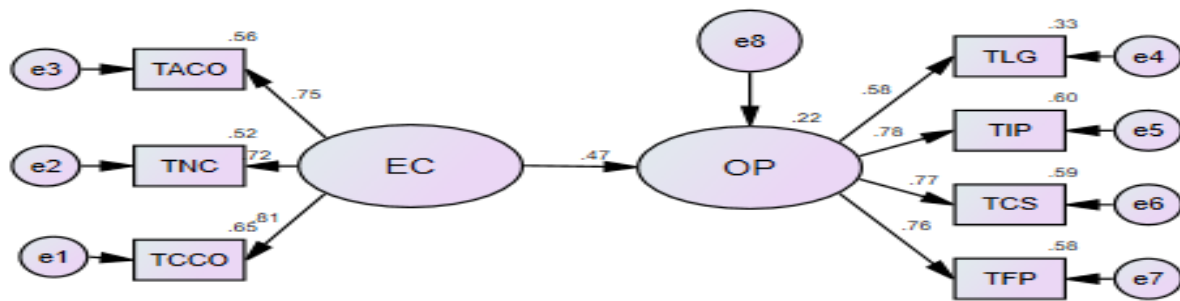
CMIN/DF	RMR	GFI	CFI	TLI	RMSEA
2.593	.026	.976	.978	.965	.064

The result of table 3 shows the structural model examining employee commitment's effect on organizational performance in Guji Zone's public sector demonstrates acceptable to good fit. The CMIN/DF ratio of 2.593 is show good fitted index the suggested 3.0 threshold (Kline 2023), and the RMR of 0.026 shows excellent residual fit. Incremental indices CFI (0.978) and TLI (0.965) exceed the 0.90 benchmark, approaching excellent fit (Hu and Bentler 1999). The RMSEA of 0.064 falls within the acceptable range (<0.08), while the GFI of 0.826 is marginally low but acceptable in complex models (Hair et al. 2019).

Hypothesis testing of Structural model

This study's objective was to assess the total fitness of the structural model using the same goodness-of-fit indicators as the measurement model. Significance testing was also used to confirm parameter estimates, and Figure 3 shows the conceptual connections between latent constructs and their indicators.

Figure 3 Path model of employee commitment (EC) and organizational performance (OP)



The proposed connection among organizational performance (OP) and employee commitment (EC) in the public service sector under study is depicted in the path diagram. The standardized path coefficient of .47 suggests a somewhat favorable influence of commitment on performance, indicating that organizational outcomes are driven by employees' moral obligation, perceived costs of leaving, and emotional attachment. Continuance commitment (TCCO) had the highest loading (.81) among the commitment indicators, highlighting the importance of pension benefits and job stability in Ethiopian public service. Customer satisfaction (TSC) (.77) and internal process (TIP) (.22) exhibit significant differences in performance; TIP's low loading calls for additional measurement improvement (Kline, 2023). Overall, this model supports the framework tested in the study.

Table 4. Model fitness of Path EC for OP

CMIN/DF	RMR	GFI	CFI	TLI	NFI	RMSEA
2.593	.026	.976	.978	.965	.965	.064

With CMIN/DF (2.593) below the 3.0 threshold, GFI (.976), CFI (.978), TLI (.965), and NFI (.965) all exceeding the .90 benchmark, and RMSEA (.064) below .08, the model fit indices for the employee commitment-organizational performance path diagram show excellent fit to the data. Finally, the result of table 4, indicators demonstrate the empirical validity of the proposed connections between employee commitment and performance, offering a solid basis for analysis in the Guji Zone public sector setting (Hair et al., 2022; Kline, 2023).

Table 5. Path model result

			Estimate	S.E.	C.R.	P	Decision
OP	<---	EC	.296	.045	6.624	***	Accepted
TNC	<---	EC	.828	.066	12.478	***	accepted
TACO	<---	EC	.955	.073	13.051	***	accepted
TIP	<---	OP	1.261	.117	10.764	***	accepted
TCS	<---	OP	1.543	.150	10.287	***	accepted
TFP	<---	OP	1.288	.122	10.566	***	accepted

In the above table 5 results of the path model support the hypothesis that worker commitment is a significant predictor of organizational performance ($\beta = 0.296$, C.R. = 6.624, $p < .001$). Normative commitment (TNC, $\beta = 0.828$) and affective commitment (TACO, $\beta = 0.955$) show substantial loadings, showing robust convergent validity, while continuance commitment (TCCO) is the reference among commitment indicators (Meyer & Allen, 1997). With learning and growth as the reference, customer satisfaction (TCS, $\beta = 1.543$) has the strongest loading for organizational performance, followed by financial perspective (TFP, $\beta = 1.288$) and internal process (TIP, $\beta = 1.261$). The crucial ratios are all greater than 1.96, indicating statistical significance. These results complement later research by confirming the multidimensionality of both dimensions in the Guji Zone public sector.

Table 6. Hypothesis of employee commitment (EC) on organizational performance (OP)

				Estimate	S.E.	C.R.	P	Decision
H1	OP	<---	CCO	.140	.066	2.127	.033	Accepted
H2	OP	<---	NC	.201	.063	3.184	.001	Accepted
H3	OP	<---	ACO	.075	.050	1.482	.138	Rejected

According to the survey result of table 6, H1, continuance commitment (CC) is significantly improve OP. Continuance commitment standardized direct impact on OP. was .140 (P-value = 0,033 < 0.05). This indicate that CC increase by, 1 for ever SD, organizational performance goes up by .140. The indication show that CC has positive effect on OP. Thus, H1, is accepted. These also aligned with the study by Hadian (2022) continuance commitment has a significant effect on OP.

According to H2, in above table result shows normative commitment (NC) is has a significant positive effect on OP. The standard direct effect of NC on OP was .201 (P-values= 0.001 < 0.05). This shows when NC goes up by 1 SD, organizational performance goes up by .201. This indication shows that NC has significant positive effect on OP. These H2 is accepted. This also aligns with the result of study by Nguyen and Tu (2020) normative commitment has a significantly positive impact on organizational performance.

In the table 6 shows the direction of H3 is affective commitment (AC) is weakly positive affect n organizational performance. The standard direct effect on affective commitment was .075 (P-values .138 > 0.05). This means when AC goes by 1 SD, organizational performance goes down by .138. Then H3 is rejected. This outcome aligned with the study done by Zakiy et al. (2023) reviled that affective commitment has negative effect on organizational change.

4. Discussion of Major Findings

The objective of this research is examine the effect of employee commitment on organizational performance in public sectors of Guji Zone Oromia Ethiopia. The first specific purpose of this investigation is to explore the effect of affective commitment on organizational performance of selected public sector of study area. In order to fulfill the objectives of this study, data was obtained from Guji zone and six selected district, selected by clusters with large numbers employee in their organization and its agroecology aspect. The collected data was then analyzed using CFA (confirmatory factor analysis) and path model analyses through SPSS V.26 and AMOS V. 23, SEM builder. To explore the implementation level in the selected clusters and public organization and assess its impact on employee commitment, certain variables such as emotional commitment, normative commitment, and continuance commitment were identified as measurements of organizational performance.

All the items used for data collection were thoroughly examined and verified to accurately represent their respective underlying constructs. Furthermore, the factor loadings of each item were found to exceed the specified threshold of 0.6, which is considered acceptable according to the rule of thumb proposed by (Nunnally. 1978). The results from both the (CFA) and path analysis demonstrate that the models are statistically suitable for the given data. Affective commitment's weaker but positive effect indicates that the research area's public sector assessed the connection between organizational performance and employee commitment. Other study in Cambodia done by Ly (2024), the results of this study reveal a statistically substantial and positive association between affective commitment and organizational performance in public organizations. This trend is consistent with research conducted in the African public sector, where the function of affective commitment was amplified by collectivist attitudes (Ohemeng. et al., 2022). Specifically, these outcomes provide robust support for social exchange theory, which posits that the alignment between an affective employee commitment

and government public sector context plays a great role in shaping employees' arrogances (Udin, et al., 2025). The finding indicate that employee have clear understanding on organizational objective and they play individual role to archive public sector objectives.

The second objectives is normative commitment effect on performance of the organizational in public organization. The result shows the normative commitment is positively significant effect on organizational performance in study areas. In this context public service employee quickly transfer normative commitment into better service performance by internalizing these cultural norms and viewing their employment as a moral duty rather than merely a job. Study done by Mohd et.al., (2022) reviled that normative commitment is positively and significant effect on performance of the organization. The finding of this research shows that employees has normal environment for achieving organizational goal and facilitate normal condition for success of their organization. The implication of this profound: that organizational strategy and individual role model with incentive systems with normative commitment for organizational success. The goal setting theory mentions to an thing that directs exploit, and each goal is included of gratified and intensity with individual's goal hierarchy, and the level to which a person is committed to goal attainment (Davis 2023).

The third objectives is continuance commitment positive effect on performance of the organizational in public organization of the study area. The result of this study shows there continuance dedication is the strength of identity among individuals and firms, and there is a behavior that reflects worker loyalty to the organization and the next stage in which firm members express their concern for the organization, its achievement, and its further expansion. The utilization of continuance is connection between employees and outcome of public organization has yielded significance finding underscore the importance of alignment in enhancing employee commitment. The study done by Osei et al. (2024) in Ghana public sector result reviled affective, continuance, and normative commitment has positively impact on employee performance and organizational effectiveness. In line with social exchange theory covariance analysis showed substantial positive interrelations, with emotional, continuance and normative commitment showing the strongest covariation.

The findings from this study reveal positively significant variance in employee commitment levels across different public sectors with its cluster, closely linked to the extent of organizational success implementation. Public organization of Zonal level and district of Adola woyu, Adola Rede and Shakso town exhibit strong organizational performance special in cluster of Pace and security, Administrative and Economic by supporting their employee to foster and incentives in higher level

employee commitment. In contrast the rest district like Arda Jila Mea Boko and Wadera shows low employee commitment on organizational success like social and infrastructure cluster. Basically, public sector managers in Guji Zone should order fostering normative, and continuance commitment through shared accountability and recognition of employee contributions, while enhancing affective commitment via supportive leadership and evocative work. Collectively, this offers an evidence-based outline for culturally-sensitive HR interventions to advance organizational performance in one of Ethiopia's most Oromia regions.

5. Conclusion

The main aim of this investigation is to examine the effect of employee dedication on organizational performance in public sector. In level of the commitment shows by individuals and group toward the affective commitment objectives was influenced by understanding and leader intrusion of the commitment and vision of the employee and public organization success. When the leaders and management were give articulated duty and responsibility for employees the dedicated workers are increasing their commitment for achieve the organizational objectives. Hence, it is crucial to investigate the organizational alignment within profit or non-profit organization and its impact on organizational effectiveness in order to enhance effectiveness in achieving goals. Based on the finding of the research, researcher have conclude that affective, normative and continuance commitment assess the affiliation among employee commitment & organizational success. It has a significant correlation between employee commitment, with normative commitment having the greatest impact, followed by continuance and emotional commitment. The study has also found that the variation in employee commitment levels among public sectors is a result of differences in affective, normative and continuance commitment. In addition to increasing the employee dedication are empowering by hiring, incentive for model worker, health and safety caring systems, facilitate well office and open dissociation between employees and management are the basic issue for organizational success.

These findings, have emphasize on the significance of emotive, normative, and continuous commitment for employee retention, have practical ramifications for managers. Practically speaking, managers should encourage normative commitment by aligning with service principles and improve continuing commitment through open career frameworks. Because the cross-

sectional approach and single-zone focus limit causal inference and generalizability, longitudinal and multi-regional research is required. However, by providing an evidence-based, culturally aware framework for HR reforms, this study enhances Ethiopia's public sector reform agenda.

6.1. Managerial Implications

Managers in the public sector should place a high priority on normative commitment by rewarding employees for their devoted service and coordinating performance reviews with regional moral responsibility principles. For organizational stability, it is equally important to reinforce ongoing commitment by clear career advancement and employment security. Affective commitment has less of an impact, but professional development, supportive leadership, and recognition initiatives are still beneficial additions. While comprehensive information about pensions and career options improves performance and lowers turnover, practitioners should incorporate collective responsibility into training and evaluation. In addition to commitment-focused HR tactics, recognition programs and community involvement can promote emotional attachment.

6.4. Limitation and suggestions for future direction

The study on how employee commitment affects organizational performance in Guji Zone Oromia Ethiopia's public sector provides insightful information and recommendations. Nonetheless, it's critical to recognize some of the study's limitations. Despite its interesting conclusions, this study has a number of limitations, including a cross-sectional design that restricts causal inference, a dependence on self-reported perceptual data, and time and money constraints that restricted data collection to the public sector in Guji Zone. To advance Ethiopia's public sector transformation, policymakers should support culturally sensitive HR reforms that include regional traditions and scale low-cost innovations. Future research should use qualitative approaches, comparative regional studies, and longitudinal designs to further understand the mechanisms linking employee commitment to organizational success in a range of public sector situations.

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