



Relationship between Employee Commitment and Employee Performance: The Mediating Role of Performance Appraisal in Bauchi State Specialist Hospital

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ABSTRACT

The objective of the study was to examine the mediating effect of employee performance appraisal on the relationship between employee commitment and employee performance in Bauchi State Specialist Hospital. A survey research methodology was employed in this study, utilizing respondents from Bauchi state Specialist Hospital as the population. The primary means of data collection was through the distribution of questionnaires, which were designed using a Likert scale. The study consisted of 318 respondents, and data analysis was conducted using Partial Least Squares (PLS) analysis with SPSS and SMART PLS software. PLS-SEM analysis comprised two models: an outer model and an inner model. The study found that the independent variable (employee performance) significantly affects employee performance in Bauchi State Specialist Hospital. In addition, the findings also indicate that employee performance appraisal plays a mediating role in the relationship between employee commitment and employee performance. The present study provides valuable insights to the academic community by expanding knowledge in the human resource field, specifically with regards to the influence of employee commitment on employee performance. Therefore, this study recommends that employee of Bauchi State Specialist Hospital should be given adequate resources, facilities, training autonomy, and responsibility to strengthen the commitment of employees with their organization, performance.

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INTRODUCTION

Employee Performance is viewed by (Dakhoul, 2018) as the cumulative outcome of the experience, talents, actions and abilities of employees that have led to increase in organizational efficiency and performance contributing to attainment of the organizational goals. Employee performance signifies individual's work fulfillment after putting the required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas & Sahin, 2018). According to (Al Mehrzi & Singh, 2019) Performance is the outcome or level of achievement of a person as a

whole during a certain period in discharging out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon.

Understanding the relationship between the organization and its employees is the key to enhance the organizations capability to move through effectively. Organizations need to understand and acknowledge the factors that affect employee's performance since such insight will help the organization make informed decisions that will inculcate improved performance from the employees and to an extension the overall performance of the organization. Employee

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performance has been shown to have a significant effect on organizational performance. This is due to the reason that individual performance is the foundation of organizational performance. Identifying factors that affect employee's performance can help improve human resource activities including the recruitment process, retention and most importantly organizational results (Vest, Scott, & Markham, 2011).

One factor which has been found to be instrumental in determining employee performance and over all organizational performance is employee commitment. Low commitment leads to high turnover and higher commitment leads to performance (Robberts, 2020). Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance than the uncommitted employees. Employee commitment can benefit organization in a number of ways such as it can improve performance; reduced absenteeism, and turnover thereby resulting in sustained productivity. Commitment to organization is positively related to such desirable outcomes as motivation and is negatively related to outcome as absenteeism and turnover (Gbemi, *et al.*, 2020).). Employees with high level of organizational commitment provide a secure and stable workforce (Lambert, *et al.*, 2008) and thus providing competitive advantage to the organization.

The health sector is currently grappling with several challenges that is affecting service delivery to the people, these challenges include strikes, lack of equipment and proper infrastructure, lack of committed employees, lack of training, lack of incentive, lack of enough human resource among others (Agbozo, Owusu, & Atakorah, 2017). The health systems cannot be able to function effectively and efficiently without motivated human resource, and for any organization to achieve this, they have to incur extra costs to ensure the employee's welfare is well taken care of to ensure that they are provided

with conducive environment to carry out their duties (Salami, 2022).

Over the years, the transnational movement of medical doctors, nurses, pharmacists and other medical healthcare-associated personnel from Nigeria has grown beyond normal (Salami, 2022). This may be connected to lack of proper training, poor job satisfaction, poor wages and remuneration, poor income and quality of work life, lack of incentives, insufficient service delivery among other factors expected from the government to provide to Nigerian medical professionals (Odunayo, 2022; Salami, 2022). Despite level of training and incentives given to employees especially in the health sector their commitment is continuously declining which amounted to low productivity especially in the health sector, invariably, demands for more investigation (Moraa, 2019). Medical errors especially in public hospitals keep increasing, patients are always delayed to see a consultant or have quick access to medical facilities, and lack of customer or patient relations is indeed another issue to deal with in public hospitals (Khaemba, 2019).

In the light of this, empirical findings from some scholars have doubted whether employee performance is as a result of effective employee commitment, in some public health care system (Odunayo, 2022; Olusegun, 2022; Salami, 2022). The differences in empirical evidence of employee performance thus create gaps that need further empirical investigation in the chosen case study. Hence the study seeks to investigate the relationship of employee commitment on employee performance and the mediating role of performance appraisal in specialist hospital Bauchi State. Based on the stated objectives, the following research hypotheses formulated in Alternate form are established:

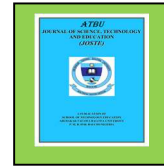
- H1: There is a significant relationship between employee commitment and employee performance in Bauchi State Specialist Hospital
- H5: Employee performance appraisal mediates the relationship between employee commitment and employee performance

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This study adds to the body of literature and knowledge by proposing a regulated method to deepen awareness of the connection by taking employee performance appraisal as a mediator on the relationship between employee commitment and employee performance in this study

LITERATURE REVIEW

Concept of Employee Performance

Employee Performance is viewed by (Dakhoul, 2018) as the cumulative outcome of the experience, talents, actions and abilities of employees that have led to increase in organizational efficiency and productivity contributing to attainment of the organizational goals. Employee performance signifies individual's work fulfillment after putting the required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas & Sahin, 2018). According to (Al Mehrzi & Singh, 2019) Performance is the outcome or level of achievement of a person as a whole during a certain period in discharging out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. Performance management is the entire activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company.

Soelton (2018) defines performance as work performance, namely the comparison of work outcomes and standards that have been established. Employee performance is what affects how much employees contribute to the organization, according to (Hassan, 2017). The performance driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective. In view of Sasidaran (2010), performance is defined as the realization of tasks assigned to employees based on his personal qualifications within reasonable limits. But Ivancevich, Konopaske and Sasidaran (2010)

concluded that performance is a function of capacitating, opportunity and encouragement to do something useful for themselves and the organization.

Concept of Employee Commitment

Employee commitment has been defined by various scholars (Herscovitch, & Topolnytsky, 2019), but the most common idea in all the definition notion of all the definitions is that the Employee commitment can be seen as the emotional attachment that exists between the employees and their organisation. These attachment and recognition with their organisation can be displayed by their strong belief and acceptance of the organization's goals and objectives (affective commitment), the willingness to take up challenges on behalf of the organisation (normative commitment) and finally, the burning desire to stay with the organisation (continuance commitment).

Employee Commitment is the employee's psychological attachment or loyalty to the organization. Robbins and Coulter (2018) define employee commitment as the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in that organization. Commitment is the bond an employee experiences with the organization, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and also feel they understand the goals of the organizations. Such employees tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. In the view of Onah (2019) organizational commitment signifies identifying with one's employing organization. It is a strong desire to remain a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization and a definite belief in, and acceptance of, the values and goals of the organization (Manafa, 2020).

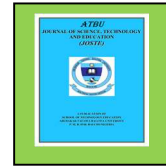
Affective Commitment: Relates to how much employees want to stay with their organization. If an employee is affectively committed to the organization, it means that

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he/she will want to stay with the organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are great assets for organizations. There are three types of commitment viz: affective commitment, Continuance Commitment and Normative Commitment. Because they are all essential in measuring employee performance, all forms of commitment will be taken into account for the purposes of this study.

Concept of Performance Appraisal

Several academics and researchers have provided various definitions of the term "performance appraisal" or "performance appraisal system" (Adejoke & Bayat, 2019; Aguinis, 2020; Grubb, 2018; Jafari, Bourouni & Amiri, 2018). Generally speaking, a performance assessment system entails actions that are made to evaluate, track, and improve employees' efficacy as well as increase the organization's overall success (Agyenim, 2020). It is a process of determining how to improve each employee's performance in order to contribute to the success of the company as a whole (Grubb, 2018). The goal of a performance appraisal system is to pinpoint employees' areas for improvement so that steps can be made to advance their skills and competencies and produce better results (Aguinis, 2020).

Prior to this, Atiomo (2020) noted that PAS provide a means through which various institutions can ascertain their employees' expected performance output as well as identify areas for development in order to make good use of their human resources. According to a recent study by Dauda (2021), a performance appraisal is a structured formal interaction between a subordinate and supervisor that typically takes the form of an annual or semi-annual interview. During this interview, the subordinate's work performance is reviewed and discussed with the goal of identifying areas for improvement and skill development as well as weaknesses and strengths.

In a similar vein, Jafari et al. (2018) claim that performance evaluation is a component of total management activity and is viewed as a process of forming judgements about an employee as a foundation for efficient and impartial personnel decisions. Performance appraisal sometimes contain tasks that assess employees' performance using the perceptions and assessments of peers, superiors, other managers, customers, other stakeholders, and sometimes even the employees themselves (Jackson & Schuler, 2019). Due to the potential benefits this may have on the effectiveness and efficiency of performance appraisal, it is crucial that all businesses, whether for-profit or nonprofit, convey in unambiguous terms the exact tasks that employees are expected to complete (Atiomo, 2020). In this study, performance appraisal is defined as the process of establishing performance goals for employees, tracking the attainment of these goals by evaluating employees' areas of strength and weakness with the goal of identifying actions that should be taken to train and develop employee capabilities, ultimately meeting their performance expectations and also motivating or rewarding their efforts.

Performance appraisal is important for effective human resource management (Onyije, 2015). Performance appraisal is used to assess whether employees' work performance is effective, according to company expectations. In general, large organizations or government sectors use performance appraisals to make decisions on the promotion and retention of employees (Bhowal & Saini, 2019). Performance appraisal is complex in practice. Although related working units attempt to find ways to build clear indicators of work performance and behavior, problems often arise between employees and organizations, resulting in job dissatisfaction, lack of OC, bad behavior, and reduction of work performance (Dauda & Luki, 2021).

EMPIRICAL REVIEW

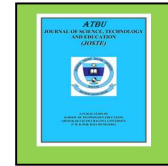
Norizan, (2020) examined the relationship between components of organizational commitment and job satisfaction among employees at higher learning education

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institutions in Kelantan. The study generated a 96.3 per cent response rate from 300 respondents. The result showed that affective, continuance and normative commitment were not found to have a significant positive relationship with job performance.

Quresh, Zaman and Shah (2018) examined the relationship between employee commitment rewards and organizational performance. The descriptive survey method was adopted for this study. The questionnaire was used to collect data from 470 respondents in Pakistan in the cement industry. The study engaged Spearman's correlation method to test hypotheses formulated for the study at a .01 level of significance. The study also found that recognition of employee commitment used in cement factories is good for maximum organizational performance.

Udo-Anyanwu and Amadi (2018) studied employee commitment and job satisfaction of librarians in academic libraries in Imo State, Nigeria. It was carried out to determine the relationship between employee commitment and job satisfaction among library staff in tertiary institutions in Imo State. A correlational research design was adopted. Pearson Product Moment Correlation and t-test were used in testing hypotheses. The result of the study showed that the majority of the library staff indicated that they were highly committed to their job. There is a positive relationship between the level of employee commitment and job satisfaction among library staff.

Bipeledei and Dickson (2018) studied employee commitment to work as an ingredient for service delivery of selected firms in Bayelsa State. Ten research questions were posed based essentially on testing employee commitment to work and the experiences they gain as team players. The random sampling method was adopted to ensure an adequate representation of the entire element under study. Questionnaires were designed, distributed, collected and analysed. The results of the study revealed that there is a significant relationship between employee commitment to work and an increase in productivity in the firms. It was recommended

amongst others that to increase productivity and harmony in the working place, management should create an enabling environment to motivate employees to be committed to work and put in their best so as to increase productivity.

Teferi, (2017) examined the effect of employee commitment practice on organization performance with special reference to catering and tourism training institute. Explanatory method of research was adopted. A questionnaire designed to collect the data on the factors related to rewards like pay/salary, benefit promotion, working condition, responsibility, recognition and organization performance. Total number of respondents in this study was 75 with 6 non-response rate. Primary data was gathered using adopted questionnaires. Descriptive statistics was used to summarize the data. This includes Percentage, frequencies mean and standard deviation. Tables and other figural presentations were appropriately used. Correlation analysis was used to identify the relationship between employee commitment and organization performance.

The findings obtained indicate that employee commitment has a positive influence on organization performance promotion, working condition, responsibility, recognition and organization performance. The total number of respondents in this study was 75 with 6 non-response rates. Primary data was gathered using adopted questionnaires. Descriptive statistics were used to summarize the data. This includes Percentage, frequencies mean and standard deviation. Tables and other figural presentations were appropriately used. Correlation analysis was used to identify the relationship between employee commitment and organization performance. The findings obtained indicate that employee commitment has a positive influence on organization performance.

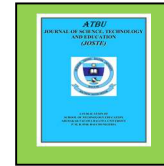
Otuohere, (2021) investigated the relationship between employee commitment and organizational performance in hospitality industries in the southeast, Nigeria. The total population sample was 2836 employees of the (15) hospitality industry the in South-East. The sample size was 533 Using statistical formula

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devised by Borg and Gall. The researcher used a structured questionnaire. A face and content validity approach were adopted. The test re-test method was carried out to achieve reliability. The study employed means standard deviations and correlations to determine the effect of each independent variable on the dependent variable. Employee commitment and organizational performance were regressed against the three independent variables using Multiple Regression Analysis (MRA) methods to evaluate the effect of employee commitment on organizational performance in hospitality industries. Their study has shown that employee commitment greatly influences the level of organizational performance among employees.

Manafa (2023) examine the relationship between employee commitment and organizational performance in selected access bank branches, in Nigeria. The study revealed that commitment and normative commitment have a positive significant effect on organizational performance in Access bank branches in Anambra state, Nigeria. The researcher recommends that banks ought to keep up with employee efficiency and urge maintenance, in order to, limit employee turnover since the study has shown that normative commitment significantly impacts on organizational performance among the employees

Wageeh (2019) investigated the employee's attitudes concerning employee commitment and change in Saudi Arabia. The study found that a relationship exists between employee commitment to the organisation and change. Moreover, Amangala (2019) examined the role of job position, education, age and organizational tenure as predictors of commitment of 118 salesmen from selected firms in the soft drinks industry in Rivers and Bayelsa State, Nigeria. The findings of the study show that job position, age, education and tenure are all interrelated with employee commitment to the organisation. In recent studies, Naveed et al (2019) examined the impact of employee commitment and job satisfaction. Findings showed that a strong relationship exists between

employee commitment and performance on workers satisfaction.

Omokorede, (2017) studied employee commitment and organization performance of selected manufacturing companies in Lagos State, Nigeria. This study adopted a survey research design. The target population comprised of 3105 staff of the technical/production departments in the three manufacturing companies in Lagos state Nigeria. Taro Yamane's formula was used to determine the sample size of 459 respondents. Data were analysed using descriptive statistics (Frequencies, percentages, inferential statistics (regression). The findings revealed that there was a significant positive relationship between a sense of accomplishment and employee task performance. Recognition & appreciation has a significant positive effect on organizational performance. Salary & wages has no significant positive effect on organisational performance. Fringe benefits have a significant positive effect on employee performance. It was concluded that employee commitment variables had a positive effect on organizational performance. It was recommended that organizations should ensure that they provide the needed motivation, compensation or remunerate that will spur employees to act towards commitment to their task performance. Consequently, the study presents the following hypothesis for testing.

UNDERPINNING THEORY

Affective Event Theory

In investigating the relationship between employee commitment and employee commitment, the study will be suitably anchored on Affective Events Theory (AET) propounded by Howard in (1974). The theory explains how emotions and moods influence employee commitment, organizational performance and job satisfaction. It emphasizes the linkages between employees' internal influences such as cognitions, emotions, mental states and employees' reactions to such incidents that occur in their work

environment which affect their job performance, commitment and job satisfaction. This theory stresses that affective work behaviours are explained by employee's mood and emotions while cognitive-based behaviour is the best predictor of job satisfaction.

Affective events theory maintains that positive-inducing (uplifts) as well as negative-inducing (hassles) emotional incidents at work are distinguishable and have a significant psychological impact on workers' job satisfaction. The result of internal factors such as cognition, emotions, mental states and external affective reactions displayed through job satisfaction. The theory also posits a positive relationship between job satisfaction and commitment. Workers who report low satisfaction are likely to engage in planned quitting whereas employees who report high job satisfaction will remain, display a high level of commitment, influence organizational. In health sector, employee's commitment is affected by events within the working environment like prompt payment of salaries, retirement benefit benefits, promotion, and annual leave, good working environment to mention a few may lead to job satisfaction and retention or intention to quit which in the long run affect the sustainability and overall performance in the health sector. In this regard, the application of affective events theory in this study will influence the managers in the health sector particularly Bauchi state specialist hospital to consider the performance of healthcare facilities and strategize their effort toward improving their performance through the reorientation of their employees.

CONCEPTUAL FRAMEWORK

A theoretical framework introduces and describes the theories that attempt to explain the research problem under study with a keen focus on the specific variables being sought in the study, the conceptual framework comprises of independent variable (employee commitment), the mediating variable (performance appraisal) and the dependent variable (employee performance) as shown in figure one.

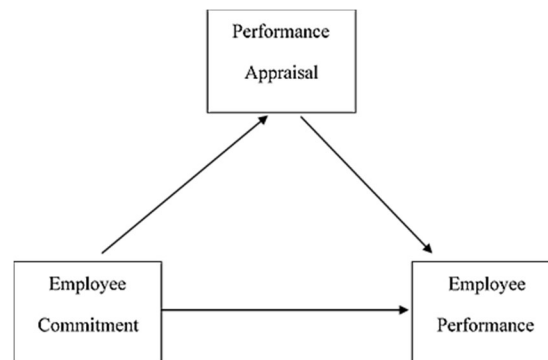


Figure 1: Conceptual Framework

METHODOLOGY

For this study, a survey research design was adopted by the researcher. This type of research allows for a variety of methods to recruit participants, collect data, and utilize various methods of instrumentation. Survey research can use quantitative research strategies (e.g., using questionnaires with numerically rated items) which align with our study. A cross-sectional research design was adopted for the study because data for the research was collected from participants at a single point in time and not repeatedly from the same participants over a time smaller group of individuals. Quantitative research was adopted because it is well suited to establish cause- and effect relationships. To test hypotheses and to determine the opinions, attitudes and practices of a large population which also aligned with the objectives of our study. In this particular study, the population is employees of Bauchi state Specialist Hospital obtained from the human resource department of the hospital and the target population is one thousand five hundred and fifty-three (1553) while the sample of 318 is drawn from the population. SMART PLS was used for mediation analysis

RESULTS

Response Rate

Three hundred and eighteen (318) copies of the questionnaires were given out to the respondents; however, only two hundred and ninety-eight (298) of those copies were completed

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correctly, returned, and deemed pertinent to the study. This indicates an around 93.7% response rate. A 60% and higher criterion is sufficient for data analysis, claim Cooper and Schindler (2019). Therefore, the analysis in this study is based on the two hundred and ninety-eight (298) relevant copies of the questionnaire. It took the researcher 21 days to distribute and collect the answered questionnaires.

Table 1 shows construct operationalization that indicates number of indicators, number of indicators deleted and number of indicators used after deleting other indicators. Six (6) items were dropped as they had a loading of less than 0.708. As shown in Table 2, the items dropped were, EC2, EC5, EPA5 and EP3.

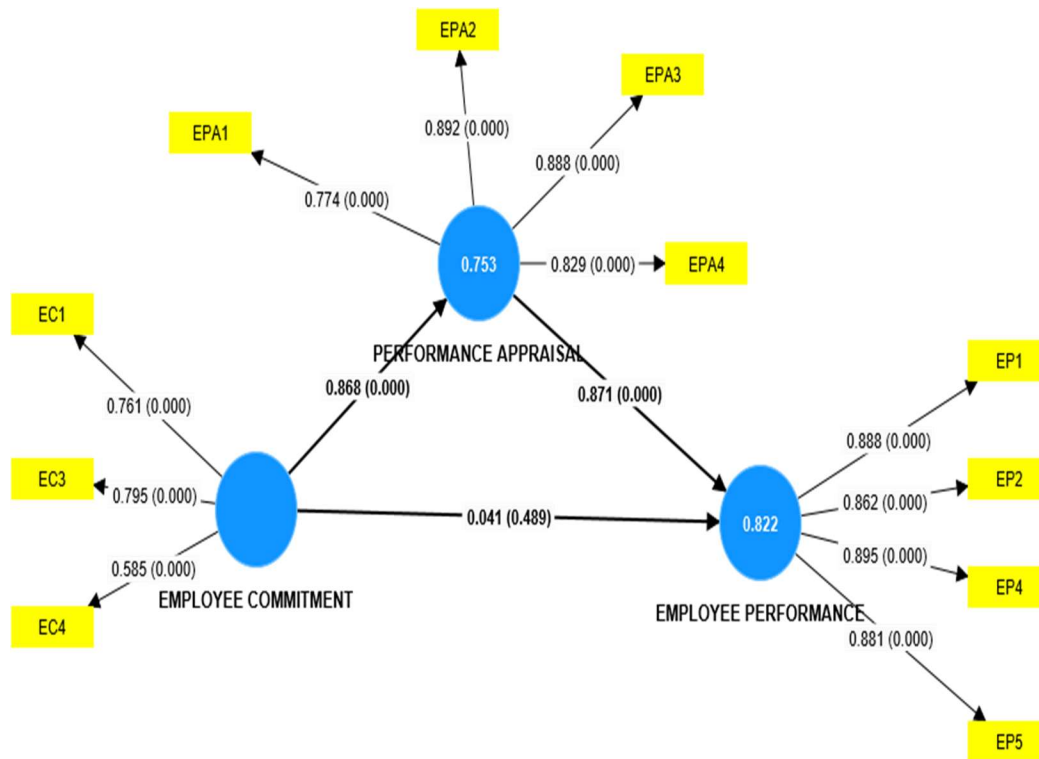


Fig. 1: Structural and Measurement Model

Reflective measurement model assessment

In reflective measurement model, three assessments criteria need to be examined at the beginning. The three assessments are internal consistency reliability, convergent validity (indicator reliability/ outer loadings and AVE) and discriminant validity. The summary of the results of these three assessments regarding this research are shown in the Table 1.

Indicator Reliability

According to Richt *et al.*, (2023), the aim of evaluating indicator reliability (factor loadings) is to examine the extent to which the indicators are consistent with what these indicators attempt to measure. The recommended loading for each indicator is above 0.708; however, if the loading of the indicator exceeds 0.7, 0.6, 0.5 or 0.4 is satisfactory if other indicators have high loadings value to complement the CR and AVE (Petter *et al.*, 2023). According to the analysis, the indicators

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EC2, EC4, E11, EP5 and EPS were dropped as a result of low factor loadings value which below 0.6, and are not acceptable as the AVE values of their construct are not meet the requirements. Therefore, the items with 0.6 loadings for other items is being retained since the summation of all of the loadings lead to high loading scores, contributing to the AVE score above 0.5 (Byrne 2016). See Figure 1 and Table 1

Internal consistency reliability

On reflective measurement model, the internal consistency reliability can be achieved when the composite reliability (CR) value of each construct surpasses the satisfactory threshold value of 0.7 (Hair *et al.* 2017). Table 1 shows that each construct has the value of 0.777 to 0.906 as composite reliability which exceeds the recommended threshold value of 0.7. Therefore, the results indicate that the internal consistency reliability of the constructs represented by the indicators of this research is satisfactory.

Convergent validity

According to Richt *et al.*, (2023), convergent validity is demonstrated as the extent to which individual items reflect the converging of a construct compare to measuring other constructs. The convergent validity of the measurement model can be exanimine by the average variance extracted (AVE) value of 0.5 and

above (Hair, Gabriel, & Patel 2014). As shown on Table 1 all of the AVE values of constructs are ranging from 0.717 to 0.777 after model modification, which achieve the minimum requirement value of 0.5. This indicates that the reflective measurement model of this study has a satisfactory and adequate convergent validity.

Collinearity among Indicators

In formative measurement model, the indicators are not inter-changeable. Therefore, high correlations should not be existed between the indicators. If two formatives are highly correlated, it is known as collinearity (Hair, Gabriel, & Patel 2014). The high collinearity among formative indicators may have negative impact on the evaluation of weights and their significance by increasing standard error and reduce the accuracy of result demonstration (Ramayah *et al.* 2016). The level of collinearity of formative indicators in SEM-PLS is examined by Variance Inflation Factor (VIF). The rules of thumbs depict that a potential issue with collinearity problem exists when VIF value is 3.3 (Hair, Ringle, and Sarstedt 2011). Table 1 demonstrates the range of VIF values are below 3.3 thresholds. Thus, collinearity of constructs is not a concern for the evaluation of PLS path model.

Table 1: Reliability, Convergent Validity and VIF

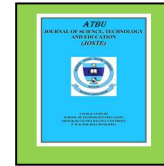
Construct	Item	Loading	Cronbach's Alpha	CR	AVE	VIF
Employee performance	EP1	0.886	0.904	0.906	0.777	2.173
	EP2	0.864				2.650
	EP4	0.894				1.308
	EP5	0.882				2.792
Employee commitment	EC1	0.739	0.748	0.777	0.668	1.432
	EC2	0.794				1.638
	EC5	0.910				2.103
Performance Appraisal	EPA1	0.765	0.868	0.890	0.717	1.664
	EPA2	0.892				2.801
	EPA3	0.896				2.720
	EPA4	0.829				2.045

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Discriminant Validity

As mentioned, the discriminant validity of reflective measurement model is assessed by three methods: 1) Cross loading criterion, 2) Fornell and Larcker's (1981) criterion, and 3) Heterotrait-Monotrait ratio of correlations (HTMT). Regarding to cross loading criterion, the indicators of distinctive constructs are identified as not interchangeable when the loadings of each indicator of their respective construct are higher than other constructs. Besides, Fornell and Larcker's criterion illustrate the square root of AVE should be higher than the correlation between the latent variable and all other latent variables. Further, HTMT is the ratio of average value of heterotrait-heteromethod (within the constructs) correlations to the average value of monotrait-heteromethod (between the constructs) correlations (Ramayah et al. 2016). Henseler, Ringle and Sastedt (2015) depict that HTMT has better performance than cross-loadings criterion and Fornell-Larcker

criterion due to its higher specificity and sensitivity rates. If the HTMT value does not exceed HTMT.90 value of 0.90, it indicates there is no problem of discriminant validity of the research (Gold, Malhotra, and Segars 2001).

Cross-loadings

The first method to assess the discriminant validity of reflective measurement model is examining the loadings of indicators. Table 2 shows the cross-loadings result produced by the algorithm function of Smart PLS. The table indicates that all the loadings of indicators with respect to their own construct are higher than other constructs. It also shows that the loadings of each indicator are higher than the indicators in any other constructs in the same columns and row. Therefore, the results confirm that the discriminant validity of reflective measurement model assessed by cross loading criterion is satisfied

Table 2: Cross Loadings

Variables	Employee appraisal	Employee commitment	Employee performance
EPA1	0.865	0.701	0.641
EPA2	0.892	0.776	0.813
EPA3	0.896	0.802	0.913
EPA4	0.859	0.710	0.671
EC1	0.687	0.899	0.609
EC3	0.747	0.894	0.656
EC5	0.810	0.910	0.817
EP1	0.811	0.803	0.886
EP2	0.732	0.665	0.864
EP4	0.817	0.791	0.894
EP5	0.841	0.755	0.872

Fornell and Larcker's criterion

Fornell-Larcker criterion is the second method adopted to assess the discriminant validity of reflective measurement model. The square roots of AVE values are calculated using Smart PLS algorithm function as well. Based on the results of Table 3, the bolded values represent the square root of the AVE while non-bolded values

are the intercorrelations between constructs. Thus, all the square root of AVE on the diagonal are higher than the off-diagonal correlations in their corresponding columns and rows. It concludes that the reflective measurement model of this research has satisfactory discriminant validity upon the Fornell and Larcker's criterion.

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Table 3: Fornell-Larcker Criterion

Variables	Employee appraisal	Employee commitment	Employee performance
Employee appraisal	0.901		
Employee commitment	0.812	0.895	
Employee performance	0.738	0.656	0.802

HTMT Criterion

The third method to examine the discriminant validity of this research is Heterotrait-Monotrait ratio of correlations (HTMT). It is the percentage of average value of within the constructs' correlations to the average value of between the constructs' correlations. (Ramayah *et al.* 2016). Gold, Malhotra and Segars (2001) suggest that if HTMT value is not above 0.90,

there will be no problem of discriminant validity. Based on the e analysis, the value of HTMT is examined and bolded in the Table 4. The values in the table illustrate that there is appropriate discriminant validity of the research there is satisfactory discriminant validity since the values are less than 0.90.

Table 4: Heterotrait-Monotrait Ratio (HTMT)

Variables	Employee appraisal	Employee commitment	Employee performance
Employee appraisal			
Employee commitment	0.765		
Employee performance	0.846	0.753	0.677

Test of Hypothesis

Table 5: Path Coefficients

Hypo	Relationship	Original Sample (O) β	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H ₂	EC -> EP	0.797	0.799	0.030	26.928	0.000	supported
H ₅	EC->EPA-> EP	0.756	0.759	0.048	15.906	0.000	supported

EC= Employee commitment, EPA = Employee performance appraisal, EP = employee performance

- H₁:** There is a significant relationship between employee commitment and employee performance
- H₂:** Employee performance Appraisal mediate the relationship between employee commitment and employee performance

between variables. Causality analysis can be used to determine the effect that occurs between exogenous variables and endogenous variables. Exogenous variables are stated to significantly influence endogenous variables if the value of t statistics > t table. Hypothesis test results are presented in Table 5 and figure 1

This hypothesis test is a causality analysis conducted to determine the relationship

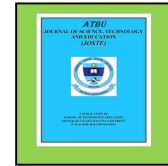
Testing Hypothesis H₁, the mean sample value is 0.759, employee commitment has a positive effect on employee performance at Bauchi State university teaching hospital since

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Statistical t value of 15.906 is greater than t table (1.645), P value of 0.000 < 0.05, therefore will Reject the null hypothesis and conclude that employee commitment has a positive effect on employee performance at Bauchi State Specialist hospital.

Hypothesis 2, sought to find if employee performance appraisal mediates the relationship between employee commitment and employee performance at Bauchi State Specialist hospital. The result of the analysis revealed that employee performance appraisal has a full mediation effect on the relationship between employee commitment and employee performance at Bauchi Specialist Hospital. When the mediator was included in the equation, employee commitment ceases to be a predictor of employee performance ($\beta = 0.041$, p-value = 0.489, see

Figure 4). Indirect Statistical t value of 15.906 is greater than t table (1.645), P value of 0.000 < 0.05 therefore Reject H_0 and accept H_5 which means that employee performance appraisal has a mediating effect on the relationship between employee commitment and employee performance.

Assessment of Coefficient of Determination of EC->EPA-> EP Model.

The result of the combined effect of exogenous constructs revealed that employee commitment the exogenous constructs explained about 83.7 % of the variation in employee performance. Furthermore, employee training explained about 73.3% of the variation in employee performance appraisal. The result is shown in table 6

Table 6: Coefficient of Determination of EC->EPA-> EP Model

Variables	R Square	R Square Adjusted
Employee performance	0.837	0.836
Performance appraisal	0.733	0.732

Assessment of predictive relevance of EC->EPA-> EP model

Table 7 shows 0.785 and 0.736 for Q^2 which is greater than zero. This value is significant, and it shows that employee

Commitment, and employee performance appraisal, predicts employee performance therefore predictive relevance was established

Table 7: Predictive relevance of EC->EPA-> EP Model

Construct	B	Q^2
EC	0.207	0.785
EPA	2.577	0.736

CONCLUSION AND RECOMMENDATION

Lack of employee commitment gives negative effect on the organizational performance, and account to failure of an organization not achieving the organizational goals & objectives, highly employee commitment can be positively influenced on job performance for the organization (Tharindu 2020). Assessing the impact of employee commitment on organizational performance as the employees' commitment has become a major determinant of the organizational

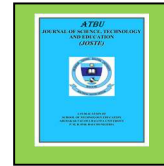
performance in particular the performance of government institutions or programs that are quite inadequate. Based on the foregoing, the study assessed the impact of employee commitment employee performance, result of analysis revealed that there is enough evidence to claim that there is a positive significant association between employee commitment and employee performance at the 5% level of significance (P-value = 0.0000 < 0.05, t statistic value = 26.926 > 1.96). Therefore, the study rejects the null

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hypothesis of no significant relationship between employee commitment and employee performance and concludes that there is a significant positive relationship between employee commitment and employee performance.

This finding implies that employee dedication improves employee performance. The result of mediation analysis further revealed that the indirect effect based on 5000 bootstrap samples showed a significant indirect relationship between employee commitment and employee performance mediated by employee performance appraisal. The result of the analysis also revealed that the result of the direct effect was insignificant ($\beta = 0.041$, $p\text{-value} = 0.489 > 0.05$). The indirect effect was also found to be significant ($\beta = 0.759$, $t\text{-statistic} = 15.906 > 1.96$, $p\text{-value} = 0.000 < 0.05$). Thus, the study concludes that there is a full mediation effect of the mediator (employee performance appraisal) on the relationship between employee commitment and employee performance because only the indirect effects was significant when the mediator was included in the equation. The results of our study are in line with those of related research conducted in the past (Otuohere, 2021, Tharindu 2020, Darius, & Isaac 2020 and Anthony 2017).

Based on the findings, the following recommendations are hereby suggested: Since it was found that there is fairly a high relationship between employee commitment and organizational performance, the top management of the organization are advised to recruit employees who are likely to become linked to the organizational objective. The organization must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment. The employees should be given adequate resources, facilities, training autonomy, and responsibility to strengthen the commitment of employees with their organization, performance. Further to make the employees of all age group and different years of experience towards increasing organizational performance, a fair and transparent treatment should be exercised throughout the organization.

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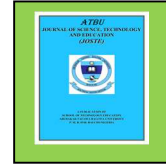
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