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EFFECTS OF AFFECTIVE COMMITMENT ON ORGANIZATIONAL PERFORMANCE IN KAHDA DISTRICT LOCAL GOVERNMENT IN MOGADISHU, SOMALIA

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ABSTRACT

This study examined the effect of affective commitment on organizational performance in Kaxda District Local Government in Mogadishu, Somalia. A cross-sectional research design and a mixed-methods approach were used to collect quantitative and qualitative data. The study population was 225 employees, from which a sample of 110 respondents was selected using Slovin's formula. Data were collected through structured questionnaires and interviews and analyzed using SPSS with descriptive statistics, Pearson correlation, and multiple regression analysis. The findings show that employees in Kaxda District Local Government have a relatively high level of affective commitment (Mean = 3.75), indicating strong emotional attachment to the organization. Correlation analysis revealed a positive and statistically significant relationship between affective commitment and organizational performance ($r = 0.243$, $p = 0.008$). Regression results further confirmed that affective commitment has a significant positive effect on organizational performance ($\beta = 0.244$, $p = 0.001$). However, the explanatory power was low ($R^2 = 0.059$), indicating that affective commitment accounts for only 5.9% of the variation in organizational performance, while other factors also contribute significantly. The study concludes that affective commitment improves organizational performance by enhancing employee motivation, productivity, and service delivery, but it is not the sole determinant of performance. Organizational factors such as leadership effectiveness, working conditions, resource availability, and administrative support also play a crucial role in determining performance outcomes. Therefore, strengthening emotional attachment alone is insufficient without addressing broader institutional challenges. Overall, the study recommends that improving organizational performance in Kaxda District Local Government requires a combination of strategies, including strengthening employee affective commitment, improving leadership practices, and enhancing institutional resources. A holistic approach will help improve efficiency, service delivery, and public trust in local government services.

Keywords: Affective commitment, Organizational performance, Employee motivation, Service delivery, Local government, Kaxda district, Somalia

INTRODUCTION

Across the world, organizational performance is strongly influenced by employee attitudes, particularly affective commitment, which reflects the emotional attachment employees have toward their organization. When employees feel connected

and valued, they are more likely to remain in the organization and contribute positively to its goals. Research shows that such commitment is associated with higher productivity, improved job performance, and lower turnover rates (Meyer & Allen, 1991;

Mowday, Porter & Steers, 1982). As a result, many organizations globally prioritize strategies that strengthen employee engagement and foster a sense of belonging in order to achieve long-term effectiveness

Within Africa, many organizations, especially in the public sector, operate under constraints such as limited resources and institutional inefficiencies, which can negatively affect performance. In this context, affective commitment becomes particularly important because it encourages employees to remain dedicated despite challenging working conditions. Studies in African settings indicate that employees who are emotionally attached to their organizations tend to demonstrate greater loyalty, cooperation, and willingness to exceed basic job requirements, all of which contribute to improved service delivery and organizational outcomes (Agyemang & Ofei, 2013). Strengthening affective commitment is therefore increasingly viewed as a practical approach to enhancing performance across the region

In Somalia, the public sector continues to rebuild after years of instability, and many institutions face challenges related to low motivation, weak administrative systems, and limited capacity. Organizational effectiveness and service delivery are frequently hampered by these problems. In order to overcome such obstacles, affective commitment is crucial since workers who have a strong emotional bond with their companies are more inclined to put in a lot of effort and support organizational objectives. Therefore, enhancing employee dedication and fostering a healthy work environment can greatly improve performance in Somalia's governmental institutions (World Bank, 2021).

At the local level, Kaxda District Local Government is tasked with delivering essential services in a rapidly growing urban environment. However, like many local authorities, it faces challenges such as resource limitations and increasing service demands, which can affect employee morale and performance.

Affective commitment is important in this setting because it influences how employees engage with their work and their willingness to contribute to organizational objectives. Employees who feel a strong emotional attachment to the district administration are more likely to perform effectively and support development initiatives. Despite this, limited research has examined how affective commitment impacts organizational performance in Kaxda District, highlighting the need for this study (Mowday, Porter, & Steers, 1982).

This study is guided by Social Exchange Theory developed by George Homans (1958) and Peter Blau (1964), which serves as the main theory. The theory explains that employee commitment develops through reciprocal relationships, where employees respond to organizational support, fair treatment, and rewards with increased loyalty and effort.

This study aims to investigate how affective commitment affects organizational performance in Mogadishu, Somalia's Kaxda District Local Government. The study specifically aims to ascertain how employees' emotional commitment to their company affects important performance factors including productivity, efficiency, and service delivery (Meyer & Allen, 1991).

Organizational performance in public sector institutions in Somalia remains a critical challenge, particularly due to prolonged institutional fragility and ongoing rebuilding efforts. Globally, evidence shows that 30%–50% of organizational performance is influenced by employee commitment, and organizations with highly committed employees can achieve up to 20% higher productivity. However, in Somalia, many public institutions continue to struggle with weak service delivery and low employee engagement (Gallup, 2020).

According to the World Bank (2021), approximately 60% of public institutions face capacity and performance constraints, including weak human resource systems and low employee commitment. These challenges result in inefficiency, poor

accountability, and limited achievement of organizational objectives. Citizens also experience delays and dissatisfaction in accessing public services due to weak institutional performance (World Bank, 2021).

At the local government level in Mogadishu, including Kaxda District, the demand for public services has increased due to rapid urbanization and population growth. However, organizational performance remains below expectations, as reflected in low productivity, delays in service delivery, and weak responsiveness to community needs (UNDP, 2020).

The framework assumes that higher affective commitment leads to improved organizational performance. However, this relationship may be influenced by factors such as leadership, working conditions, training, and the availability of resources (Blau, 1964).

While several studies have shown that affective commitment and organizational performance are positively correlated in developed and certain African environments, the majority of these studies have concentrated on private sector organizations or national-level public institutions. The impact of affective commitment on performance in local government settings is not well studied empirically, especially in unstable and post-conflict nations such as Somalia. Additionally, previous research has a tendency to generalize organizational commitment without distinguishing affective commitment as a unique element influencing performance results (Meyer & Allen, 1991).

In the context of Somalia, and specifically Kahda District Local Government, there is a clear lack of context-specific research that links employees' emotional attachment to measurable performance indicators such as service delivery, efficiency, and productivity. This disparity restricts the capacity of administrators and legislators to create focused plans for enhancing organizational performance. By offering actual data on the impact of affective commitment on organizational performance in

Kahda District, this study aims to close this gap (World Bank, 2021).

Methodology

This study adopted a cross-sectional research design to examine the relationship between employee commitment and organizational performance in Kaxda District Local Government. The design was chosen because it allows data to be collected at a single point in time, making it practical, time-efficient, and cost-effective (Creswell & Creswell, 2018). A mixed-methods approach was applied to combine quantitative data for statistical analysis and qualitative data for deeper understanding of respondents' experiences (Kothari, 2004).

The study population consisted of 225 employees of Kaxda District Local Government (HR Records, 2024), including management, technical, supervisory, and support staff. From this population, a sample of 110 respondents was selected using Slovin's formula (Yamane, 1967). Administrative staff were selected purposively, while general staff were chosen using simple random sampling to ensure fairness and representativeness. Data were collected using structured questionnaires and interview guides, covering employee commitment and organizational performance indicators.

Quantitative data were analyzed using SPSS, where descriptive statistics (frequencies, percentages, means, and standard deviations) were used to summarize responses. Pearson correlation was applied to assess relationships between variables, while multiple regression analysis was used to determine the effect of affective, continuance, and normative commitment on organizational performance, including the influence of organizational culture. Qualitative data were analyzed thematically to support quantitative findings.

Ethical principles were strictly observed, including informed consent, confidentiality, anonymity, and voluntary participation. Respondents were informed of their right to withdraw at any time, and data were used only for academic purposes. To improve validity

and reliability, the study minimized limitations such as response bias, language barriers, and limited access to documents through mixed methods and careful data handling.

Results

Demographic Information

Demographic	Response Option	Frequency (N)	Percentage (%)
Sex	Male	58	58%
	Female	42	42%
	Total	100	100%
Age Group	Below 25 years	15	15%
	25–34 years	40	40%
	35–44 years	30	30%
	45 years and above	15	15%
	Total	100	100%
Educational Background	No formal education	2	2%
	Primary school	5	5%
	Secondary school	20	20%
	Diploma/Degree	50	50%
	Postgraduate degree	23	23%
	Total	100	100%
Post in the Organization	Administrative staff	25	25%
	Technical staff	30	30%
	Management/Supervisor	20	20%
	Other	25	25%
	Total	100	100%
Working Experience in Local Government	Less than 1 year	10	10%
	1–3 years	25	25%
	4–6 years	30	30%
	More than 6 years	35	35%
	Total	100	100%

Monthly Income Levels	Total	100	100%
	Below 360,000/-	15	15%
	360,000/- - 560,000/=	30	30%
	570,000/- - 1,000,000	40	40%
	1,000,000 and above	15	15%
	Total	100	100%

Source: Primary data, 2025

The results indicate that the workforce in Kahda District Local Government is slightly male-dominated (58%), with a relatively young population mainly aged 25–34 years (40%). This suggests that most employees are in their active working age, which supports productivity and service delivery.

In terms of education, half of the respondents hold diploma or degree qualifications (50%), showing a generally well-educated workforce capable of handling administrative and technical responsibilities. Job distribution reveals that technical (30%) and administrative staff (25%) form a significant proportion, meaning responses reflect both operational and managerial perspectives.

Experience levels are relatively strong, with 35% of respondents having over six years of service, indicating institutional stability and adequate knowledge of organizational practices. Income distribution is mostly concentrated in the middle range (570,000–1,000,000), reflecting moderate earnings among employees.

Overall, the findings show that the study involved knowledgeable, experienced, and functionally engaged employees, making the data suitable for analyzing the relationship between employee commitment and organizational performance.

The effects of affective commitment on organizational performance in Kahda district local government in Mogadishu, Somalia.

Item	SD (f/%)	D (f/%)	NS (f/%)	A (f/%)	SA (f/%)	Mean	Std. Dev.
I feel emotionally attached to Kahda District Local Government.	5 (5%)	10 (10%)	20 (20%)	40 (40%)	25 (25%)	3.85	1.02
I feel proud to work in this organization.	8 (8%)	12 (12%)	25 (25%)	35 (35%)	20 (20%)	3.62	1.15
I am happy to spend the rest of my career with this organization.	10 (10%)	15 (15%)	30 (30%)	30 (30%)	15 (15%)	3.40	1.20
I talk positively about my organization to others.	5 (5%)	8 (8%)	20 (20%)	45 (45%)	22 (22%)	3.92	1.05
My emotional attachment motivates me to perform better at work.	8 (8%)	12 (12%)	25 (25%)	40 (40%)	15 (15%)	3.67	1.12
When I achieve my work goals, I feel it reflects positively on the organization's success.	5 (5%)	10 (10%)	20 (20%)	50 (50%)	15 (15%)	3.95	1.03
Average Mean						3.75	1.09

Source: Primary data, 2025

The findings show that employees in Kahda District Local Government have a high level of affective commitment (Mean = 3.75), a moderate level of continuance commitment, and an evident normative commitment. This indicates that employees are emotionally attached, partly remain due to costs of leaving, and also feel a moral obligation to stay and support organizational goals. Overall, these forms of commitment positively influence organizational

performance, with affective commitment having the strongest effect.

The qualitative findings support this, showing that emotionally committed employees are more motivated, proactive, and responsible. They go beyond formal duties by volunteering in community activities, improving service delivery systems, and strengthening public trust and accountability within the organization.

The correlation coefficient results on affective commitments and organizational performance in Kahda district local government in Mogadishu

		Affective commitments	Organizational Performance
Affective commitments	Pearson Correlation	1	.243**
	Sig. (2-tailed)		.008
	N	100	100
Organizational Performance	Pearson Correlation	.243**	1
	Sig. (2-tailed)	.008	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation results confirm a positive and statistically significant relationship between affective commitment and organizational performance ($r = 0.243$, $p = 0.008$), meaning that higher emotional attachment leads to better

performance outcomes such as productivity and service delivery.

Regression analysis for affective commitments and organizational Performance in Kahda district local government, Mogadishu-Somalia, Somalia

Model Summary

	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.243 ^a	.0059	.116		.40945

*Predictors: (Constant), Affective commitments * $p < .05$

ANOVA

Model	Sum of Squares	Df	M Square	F	Sig.
1 Regression	2.154	1	2.154	12.850	.001 ^b
Residual	14.921	100	.168		
Total	17.075	100			

Dependent variable: Organizational Performance

Predictors: (Constant), Affective commitments

Coefficients

Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.599	.244		18.828	.000
Affective commitments	.413	.115	.244	3.585	.001

Dependent Variable: Organizational Performance in Kahda District Local Government, Mogadishu-Somalia * $p < .05$

Affective commitment shows a positive and statistically significant influence on organizational performance ($\beta = 0.244$, $p = .001$). This means that as employees' emotional attachment to the organization increases, performance also improves. However, the effect size is relatively small, as affective commitment explains only 5.9% of the variation in performance ($R^2 = 0.059$), indicating that other factors also play a major role.

Discussion

The findings of the study provide clear evidence that affective commitment has a significant and positive effect on organizational performance within Kaxda District Local Government in Mogadishu, Somalia. The statistical results showed a positive and significant relationship between affective commitment and organizational performance ($r = 0.243$, $p = 0.008$), while regression analysis indicated that affective commitment significantly predicts organizational performance ($\beta = 0.244$, $p = 0.001$). However, the R^2 value of 0.059 suggests that affective commitment explains only 5.9% of the

variation in organizational performance. This implies that although employees who are emotionally attached to their organization, identify with its goals, and are willing to exert extra effort contribute positively to outcomes such as improved service delivery, productivity, and teamwork, other organizational and institutional factors also play a substantial role in influencing performance.

These results are consistent with previous studies, reinforcing the importance of affective commitment as a key determinant of organizational performance. For instance, Meyer and Allen (1991) and Mowday, Porter, and Steers (1982) found that employees with strong emotional attachment to their organizations tend to be more motivated, productive, and committed to achieving organizational goals. Similarly, Gallup (2020) reported that organizations with highly engaged employees experience improved performance, better service delivery, and lower absenteeism. In the African context, Agyemang and Ofei (2013) also found that affective commitment enhances employee performance and service outcomes in public sector institutions. These findings support the current study's conclusion that

affective commitment plays a meaningful role in improving organizational performance.

However, the relatively low explanatory power ($R^2 = 0.059$) observed in this study suggests that affective commitment alone is not sufficient to drive high levels of organizational performance. This aligns with findings from studies in developing and post-conflict contexts, where structural challenges such as limited resources, weak management systems, and poor working conditions can limit the impact of employee commitment on performance (World Bank, 2021). It also supports the argument that while emotionally committed employees are valuable, their contribution to organizational performance is significantly influenced by external factors such as leadership effectiveness, availability of resources, and institutional support systems. Therefore, improving organizational performance in Kaxda District requires not only strengthening affective commitment but also addressing these broader organizational challenges.

Conclusion

This study concludes that affective commitment has a positive and statistically significant effect on organizational performance in Kaxda District Local Government in Mogadishu, Somalia. Employees who are emotionally attached to their organization tend to perform better in terms of productivity, service delivery, and responsibility. However, the effect is relatively small, indicating that affective commitment alone does not fully determine performance.

The study also finds that employees generally have a moderate to high level of affective commitment, which encourages engagement, cooperation, and support for organizational goals. Despite this, organizational performance is influenced by other important factors such as leadership, working conditions, and resource availability. Therefore, improving performance requires not only strengthening employee commitment but also addressing broader institutional challenges.

Recommendations

The study recommends that Kaxda District Local Government should strengthen affective commitment by creating a supportive work environment, recognizing employee contributions, and promoting positive leadership practices. In addition, management should improve working conditions, provide adequate resources, and enhance training opportunities to support employee performance. Furthermore, policymakers should adopt a holistic approach that combines employee motivation with institutional reforms. By improving leadership, resource allocation, and administrative systems, the district can achieve better performance, more efficient service delivery, and increased public satisfaction.

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