

Examining the Interplay between Employment Capability Development, Organization Culture, and Organizational IT Adaptability in Shaping Organizational Commitment and Performance in the Gambia National Water And Electricity Company (NAWEC)



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ABSTRACT: The purpose of this research is to examine the interplay between employment capability development, organizational culture, and organizational IT adaptability in shaping organizational commitment and performance in the Gambia National Water and Electricity Company (NAWEC). The population consists of 1,546 structural officials, including senior and junior administrative and technical support staff, with a sample of 318 respondents. Data analysis was conducted using SPSS and Structural Equation Modeling (SEM) with AMOS software. The results of the study indicate that employment capability development, organizational culture, and organizational commitment all have a positive and significant effect on organizational performance. Additionally, employment capability development has a positive and significant effect on organizational commitment. However, organizational culture does not have a significant effect on organizational commitment. The findings also show that employment capability development significantly affects organizational performance through organizational commitment, whereas organizational culture does not affect organizational performance through organizational commitment. Furthermore, organizational IT adaptability does not moderate the influence of employment capability development on organizational commitment.

KEYWORDS: Employment Capability Development; Organizational Commitment; Organizational Culture; Organizational IT Adaptability, Organizational Performance.

1. INTRODUCTION

Organizations today strive for growth, effectiveness, and top-level performance, especially in dynamic and rapidly changing environments. Traditional management methods often fail to promote performance excellence, particularly in environments of continuous change (Bagis et al., 2021). This highlights the need for more innovative managerial approaches to enhance organizational outcomes (Nikpour, 2017). It is also widely acknowledged that human resources play a significant role in helping organizations succeed and thrive. To improve company performance, organizations need to achieve excellence in human resource factors such as capability development, organizational culture, organizational performance, and organizational commitment. These factors are especially relevant for public service organizations like the Gambia National Water and Electricity Company (NAWEC), where efficiency and adaptability are crucial for delivering essential services (Manneh & Yaffa, 2021).

As the sole provider of water and electricity in the country, NAWEC plays a key role in supporting The Gambia's social and economic development (Manneh & Yaffa, 2021). Being a government-owned company, NAWEC is responsible for generating, transmitting, and distributing electricity, as well as providing water services to both urban and rural areas (Saidykhan, 2020). Its operations are central to the nation's well-being and economic growth. Despite its important role, NAWEC faces major challenges that make it difficult to provide reliable services. The company's main issues include financial instability, which became a critical problem due to poor management and limited investment in modern infrastructure, leading to a reliance on outdated equipment (Saidykhan, 2020). The quality of service has declined due to the company's inability to upgrade and maintain its systems. Cost-cutting measures have further exacerbated this issue, reducing the company's ability to invest in new technology and maintenance (Nicol-Keita, 2013). As a result, the company has struggled to meet its Key Performance Indicators (KPIs), with performance dropping

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from 30% in 2021 to 20% in 2022. Furthermore, NAWEC faces high electricity costs due to its reliance on expensive fossil fuels, such as oil, which drives up operational costs and increases electricity tariffs, making electricity in The Gambia among the most expensive in West Africa (Saidykhan, 2020). This reveals a gap between NAWEC's target goals and its actual performance, highlighting issues with the organization's commitment to achieving those goals.

Many factors affect an organization's ability to achieve its goals. In the case of NAWEC, one key factor is the performance of its employees. A company's success is directly tied to how well its employees perform. According to Nikpour (2017), employee performance plays an important role in the overall success of an organization. Similarly, Ridwan et al. (2020) emphasize that individual employee performance significantly contributes to improving organizational outcomes. Anwar et al. (2021) determined that an organization's success depends on the performance of its people. Developing employees' skills is an important component that influences both organizational commitment and performance. According to Kareem et al. (2019), employment capability development involves enhancing the skills and knowledge of employees to help the organization achieve its goals. Thatrak (2021) explains that capability development, in the context of workforce planning, involves linking business priorities to professional development, allowing organizations to streamline their success by equipping employees with the skills, knowledge, and behaviors needed to fulfill their roles.

Another factor influencing organizational commitment and performance is organizational culture. Rahmatullah (2022) states that organizational culture is a major factor affecting performance, as a strong culture improves an organization's performance by fostering a better understanding of its values and encouraging greater involvement. According to Purnama (2013), improving organizational culture is an effective approach to enhancing public services, as stronger cultural commitment leads to better organizational performance in delivering competent services.

Furthermore, the relationship between employment capability, organizational culture, organizational commitment, and organizational performance has been previously studied. Lestariningsih et al. (2024) show that employment capability influences organizational performance both directly and through organizational commitment. This finding aligns with research by Costa et al. (2023), which indicates that employment capability influences organizational performance both directly and indirectly through organizational commitment. Heri et al. (2024) state that employment capability and organizational culture directly affect organizational performance. However, studies on the impact of organizational culture on performance through organizational commitment contradict the results of some previous studies, such as those by Syah et al. (2019) and Rahmatullah (2022), which found that organizational culture significantly influences performance when mediated by organizational commitment. In contrast, previous research by Nneji et al. (2021) found that organizational culture does not affect organizational performance through commitment. These differences highlight a research gap in understanding the influence of organizational culture on commitment. Additionally, this study includes a moderating variable, organizational IT adaptability, to address research gaps by examining its effect on the impact of organizational culture on organizational commitment. Sugiono (2023) defines moderating variables as factors that either strengthen or weaken the relationship between independent and dependent variables.

2. OBJECTIVES OF THE STUDY

The aim of this study is to determine the effect of employment capability development on organizational performance at NAWEC, its relationship with organizational culture, its impact on organizational commitment, and whether these factors indirectly influence performance through organizational commitment.

3. LITERATURE REVIEW

3.1 Employment Capability Development

Employability development refers to a systematic effort undertaken by an organization to improve the skills and knowledge of its employees (Hansen et al., 2013). According to Thatrak (2021), employability development is a systematic process that aims to improve performance and adaptability in a changing environment by enhancing individual and organizational skills. Kumar et al. (2013) state that to improve performance, organizations need to align employability development with the overall corporate strategy. This alignment ensures that the skills developed by employees are aligned with the long-term goals and needs of the business. Furthermore, according to Lei et al. (2020), capability development is the process of identifying, encouraging, and enhancing the skills, knowledge, and behaviors of individuals within an organization. It is crucial for organizations to adapt to technological changes, industry directions, and business needs, ensuring workforce growth and remaining competitive. A competency development framework links business priority with professional development, enabling organizations to equip their

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employees with the skills and knowledge needed to achieve their goals (Rivaldo et al., 2023). Sijabat et al. (2023) investigate the impact of employment capability on organizational performance.

H2: Employment capability development has an influence on organizational commitment.

H4: Employment capability development affects organizational performance at NAWEC.

H7: Employment capability development influences organizational performance through organizational commitment.

3.2 Organizational Culture

Organizational culture is a pattern of common assumptions and beliefs that organizations have learned over time to address internal and external challenges (Rahmatullah et al., 2022). According to Purnama (2013), cultural characteristics such as beliefs, corporate values, and norms are associated with organizational commitment and performance goals. These assumptions are considered valid and can be taught to new members as appropriate ways to perceive, think, and feel about these issues. Nikpour (2017) stated that a rigid organizational culture can lower employee responsibility, while a positive culture, fostered by a collaborative work environment, leads to greater organizational responsibility. Paramita et al. (2020) explain that organizational culture shapes how members respond to internal and external challenges and provides a framework for addressing them. Furthermore, Satyaputra et al. (2024) note that culture influences how management plans, organizes, controls, and evaluates activities. A strong culture helps employees understand the company's goals more clearly.

H3: Organizational culture influences organizational commitment.

H5: Organizational culture impacts the effectiveness of organizational performance at NAWEC.

H6: Organizational culture influences the effectiveness of organizational performance at NAWEC through organizational commitment.

3.3 Organizational Commitment

Organizational commitment is crucial for achieving organizational solidity and employee loyalty. It is a personal bond between employees and their profession, ensuring the institution's survival and improvement of services and products (Rahmatullah et al., 2022). Organizational commitment is a feeling of recognition, involvement, and loyalty, requiring a strong will to remain a member, willingness to work hard, special trust, and recognition of the institution's goals. Without commitment, good goals, strategies, and encouragement are in vain (Aranki et al., 2019). Organizational commitment is a strong feeling toward the goals and values of an organization and the role of employees in achieving them. Employees need to commit their work to achieve the company's purpose (Kawiana et al., 2018). Commitment is a promise made to oneself or others, reflected in actions. It is a true attitude that comes from one's character and is essential for fostering self-confidence and morale (Paramita et al., 2020). Organizational commitment is a psychological state that characterizes employees' relationships with an organization and its implications on their retention. It is identified in three components: affective commitment, continual commitment, and normative commitment. High commitment to an organization leads to increased effort in tasks. Employees with high commitment are likelier to show more effort in tasks (Purnama, 2013). This is in line with the research of Rahmatullah (2022), which studies the effect of organizational commitment on performance.

H1: Organizational commitment influences the achievement of organizational performance.

3.4 Organizational IT Adaptability

An organization's IT adaptive capacity refers to the ability of a company to adjust its IT infrastructure and digital processes to respond to technological change, helping it remain competitive and agile in a rapidly evolving digital environment. This capability allows organizations to rapidly reconfigure systems and processes in response to internal and external pressures, enabling continuous improvement and innovation (Sorenson, 2003). An organization's IT adaptability includes its ability to integrate new digital tools and technologies effectively. This adaptability requires organizations to change their structures and workflows to seamlessly incorporate technological changes into their operations, increasing flexibility and enabling a response to market demands (Amah & Baridam, 2012; Liu et al., 2019). Organizational IT adaptability also includes its ability to use digital technology not only to improve operations but also to foster innovation, streamline processes, and enhance value creation (Momodou, S., 2023). Organizational adaptability can be measured using several aspects, including a problem-solving mindset, innovation and creativity, open-mindedness and readiness to embrace new ideas, and clear expectations and goals for employees (Ramesh et al., 2023).

H8: Organizational IT adaptability moderates the influence of employment capability on performance.

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3.5 Organizational Performance

Organizational performance refers to the achievement of an organization's strategic goals through effective management and implementation of its objectives (Nikpour, 2017; Wan Hooi et al., 2014). It reflects the organization's ability to manage its resources and processes to meet its targets efficiently (Karim et al., 2022). Performance is the outcome or overall success rate of an individual over a specific period in completing a task, compared to predefined criteria such as work standards, goals, objectives, and targets that have been mutually agreed upon (Anwar et al., 2021). Organizational performance emphasizes the effective and efficient use of resources to accomplish tasks and is the difference between an organization's actual and expected output. It is a component of an organization's strategy that directs its evolution over time to achieve objectives (Silitonga et al., 2017). Organizational performance is linked to achievement within a specific time frame and characterizes how well or poorly an organization executes activities and functions to accomplish its goals, objectives, vision, and purpose (Marchiori et al., 2022). Performance can be measured using several aspects, including effectiveness, efficiency, productivity, quality, and innovation (Nikpour, 2017).

3.6 Research Model.

Based on the literature review and previous research as well as the relationship between the variables, a research model can be drawn up as shown in Figure .1 below.

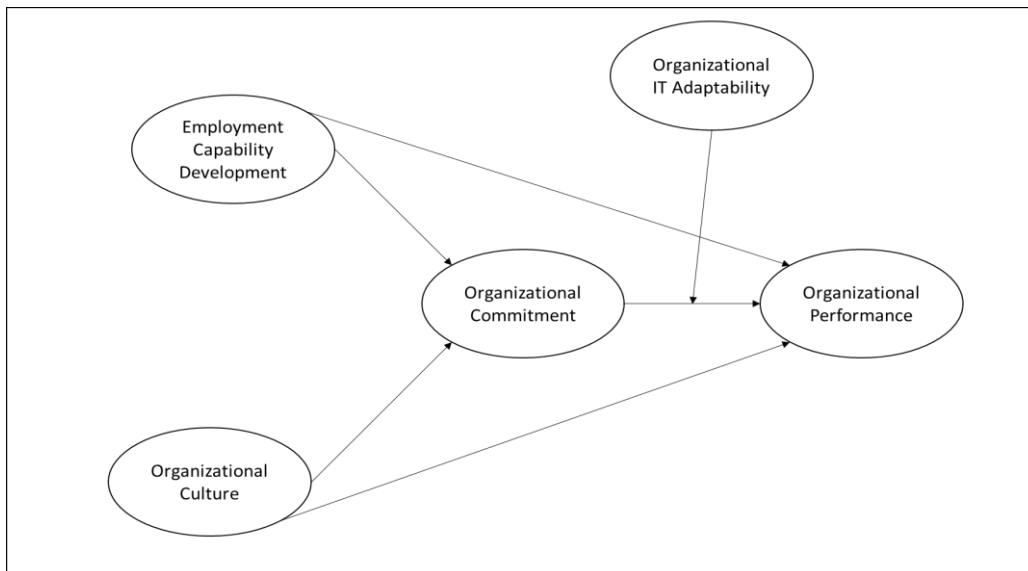


Fig 1: Research Model

4. RESEARCH METHOD

The study population consisted of 1,546 structural officials in different job categories at NAWEC, with a sample size of 318 respondents chosen using a relative random sampling method. The sample size was based on statistical guidelines and a 5% margin of error. Organizational performance is measured using five items from Nikpour (2017). Organizational commitment (Y) is assessed using three dimensions: Affective Commitment (five items), Continuous Commitment (four items), and Normative Commitment (five items), all sourced from Nikpour (2017). Organizational IT adaptability (M) is measured using four items from Ramesh et al. (2023). Employment capability development (X1) is measured using five items from Sijabat et al. (2023), and Organizational Culture (X2) is measured using four items from Nikpour (2017). Primary data were collected using Google Forms by distributing questionnaires directly to all respondents. The methods of analysis used are SEM with AMOS software and SPSS programs (for testing research instruments, data quality, and descriptive hypotheses).

5. RESULTS AND DISCUSSION

Out of 306 respondents, 160 were men (52.3%) and 146 were women (47.7%). The majority, 196 respondents (64.1%), were under 25 years old, while a small portion (1.3%) were over 56 years old. In terms of education, most respondents (38.6%) had a high school or equivalent level, while 8.8% held a Master's degree, and 16% had a diploma. Job categories varied, with 62 (20.3%) in Senior Staff roles, 125 (40.8%) in Junior Staff roles, and 119 (38.9%) in Support Staff positions. The majority of respondents (73.2%) had worked for 1-5 years, while only 11.4% had over 10 years of experience. Furthermore, the research instrument tests confirmed

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the validity of questionnaires and variables, with Pearson Product Moment Correlation and Average Variance Extracted values above 0.5. Reliability and normality tests confirmed data distribution, and multicollinearity tests showed no issues.

5.1 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is a component of Structural Equation Modeling (SEM) analysis. SEM is a comprehensive model evaluation method used to assess the models and hypotheses established in this research. The evaluation is conducted after assessing the measurement model through CFA. The CFA results show that one indicator of the organizational performance variable, OP1, is retained, while OP2, with a loading factor value below 0.5, is excluded from further testing. SEM analysis involves regression to test the significance of causal relationships using a cohesion test.

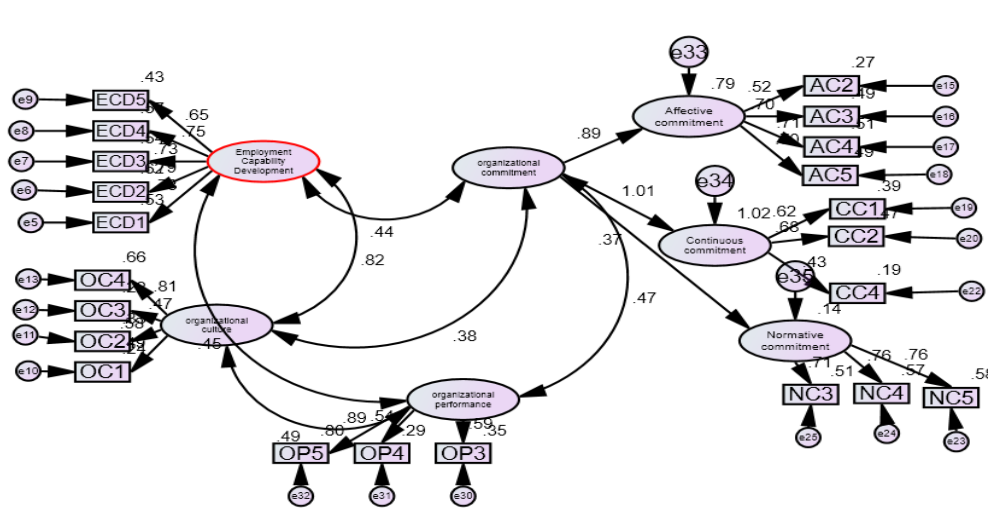


Fig 2: Confirmatory Factor Analysis (CFA)

Based on the findings from the SEM analysis, the goodness of fit index shows the model's suitability. Therefore, the SEM analysis in this research has been considered suitable for hypothesis testing. The model evaluation metrics are displayed in Table 1, and the results from the structural equation modeling analysis are presented in Table 2 below.

Table 1: Criteria of Goodness of Fit

Goodness of Fit Index	Cut of Value	Analysis Results	Model evaluation
CMIN/DF	<2.00	1.594	Good Fit
IFI	≥ 0.900	.935	Good Fit
GFI	≥ 0.900	.900	Marginal Fit
RMSEA	<0.08	.049	Good Fit
CFI	≥ 0.900	.933	Good Fit

Source: Primary data processed (2023).

Hypotheses Testing

The full SEM analysis aims to evaluate the models and hypotheses established in this research. This test represents the second phase of data analysis and is commonly referred to as the outer model. The SEM analysis was conducted by measuring the significance of relationships through the regression coefficient test. The SEM diagrams in this study can be seen in Figure 3 below.

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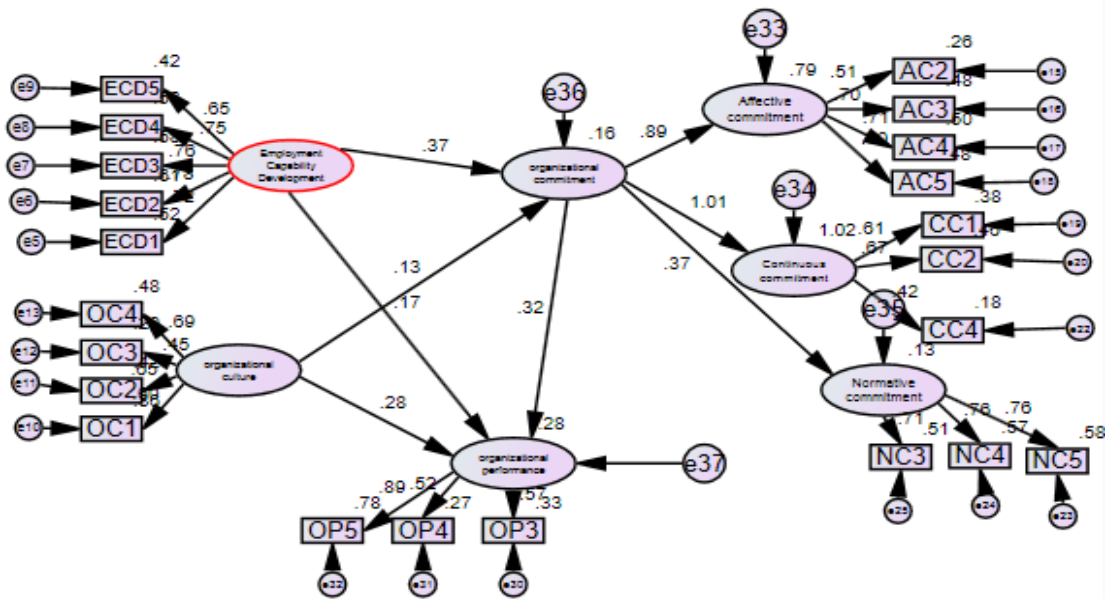


Fig 3: Structural Model

Table 2: the relationship between variables

	Estimate	S.E.	C.R.	P	Beta
organizational_commitment <--- organizational_culture	.133	.085	1.572	.116	.133
organizational_commitment <--- Employment_Capability_Development	.273	.068	4.011	***	.371
Affective_commitment <--- organizational_commitment	1.000				.886
Continuous_commitment <--- organizational_commitment	1.193	.229	5.220	***	1.011
Normative_commitment <--- organizational_commitment	.518	.134	3.871	***	.367
organizational_performance <--- organizational_commitment	.454	.131	3.459	***	.322
organizational_performance <--- organizational_culture	.400	.117	3.415	***	.281
organizational_performance <--- Employment_Capability_Development	.180	.081	2.233	.026	.173

5.2 Direct Effect Hypothesis

If the P-value is < 0.05, the hypothesis (Ha) is accepted. Table 2 shows the impact of organizational culture and employment capability on organizational commitment and performance at NAWEC. The results indicate that organizational culture does not significantly affect commitment, consistent with Sarhan et al. (2020) and Harwiki (2016), but contrary to findings by Nikpour (2017), Rahmatullah (2022), and Chigozie et al. (2018). Employment capability development significantly influences commitment (P-value < 0.05), supported by Hansen (2013), Thatrak (2021), and Kumar et al. (2013). When it comes to performance, organizational culture has a significant positive impact, with a P-value < 0.05 and a 37% increase in performance for each unit increase in culture. This aligns with research by Nikpour (2017), Satyaputra et al. (2024), and Paramita et al. (2020). Employment capability also significantly affects performance, with a P-value of 0.026 < 0.05, as shown by Lei et al. (2020) and Thatrak (2021). Furthermore, organizational commitment significantly improves performance, as supported by Purnama (2013), Kawiana et al. (2018), and Sumarjo et al. (2024).

5.3 Indirect Effect Hypothesis

The results of the indirect influence of organizational commitment as a mediator between the impact of organizational culture on organizational performance and the influence of employment capability development on organizational performance are shown in the table below. The indirect effect of the hypothesis was tested using the Sobel test.

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Table 3: the influence of employment capability development on organizational performance through organizational commitment

	Input	Statistic Test	Std. Error	P-value
a	0.273	2.623	0.004	0.009
b	0.456			
Sa	0.068			
Sb	0.131			

The indirect influence of employment capability development on organizational performance is mediated by organizational commitment. The T statistic value is 2.623 > T table 1.960 and P values 0.009 < 0.05. These results indicate that organizational commitment is able to mediate the influence of employment capability development on organizational performance.

Table 4: the influence of organizational culture on organizational performance through organizational commitment

	Input	Statistic Test	Std. Error	P-value
a	0.133	1.426	0.077	0.154
b	0.454			
Sa	0.085			
Sb	0.131			

The indirect influence of organizational culture on organizational performance is mediated by organizational commitment. The test statistic value is **1.426**, with a standard error of **0.077** and a p-value of **0.154**. Since the T statistic (1.426) is less than the critical value of **1.960**, and the p-value (0.154) is greater than **0.05**, these results indicate that there is no significant mediation effect of organizational commitment on the relationship between employment capability development and organizational performance.

5.4 Moderation Test

The moderation test was conducted using the interaction test, with the alternative hypothesis (Ha) accepted when the P-value of the interaction is < 0.05. The visuals and results from the moderation interaction test are displayed in Figure 5 and Table 5

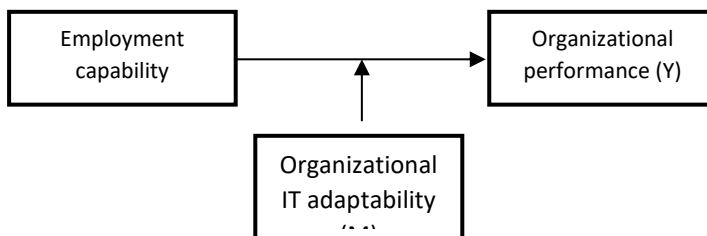


Fig 4: Moderation Interaction Test

Table 5: Moderation Test

		Estimate	S.E.	C.R.	P	Label
Y	<--- X1	.288	.060	4.825	***	
Y	<--- M	-.001	.009	-.072	.942	
Y	<--- Interaction	.461	.049	9.341	***	

Table 5 shows that the p-value for the interaction between employment capability development and organizational IT adaptability (X1.M) is 0.942, which is > 0.05. Therefore, we conclude that hypothesis H8 is rejected, indicating that organizational IT adaptability does not moderate the relationship between organizational commitment and organizational performance. This finding contradicts previous studies by Paterson (2012), which suggested that organizational IT adaptability moderates the impact of commitment on organizational performance. The study also reveals that organizational IT adaptability acts only as a predictor variable in this context, not as an independent variable. Overall, the results suggest that employment capability development and organizational

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commitment are crucial factors influencing organizational performance and that organizational culture can further strengthen organizational commitment.

6. CONCLUSION

Based on the test results, the study found that organizational commitment has a positive impact on organizational performance, meaning that when values are strong and clear within teams, the organization performs better. Employment capability development also positively affects organizational commitment, showing that as employees gain skills, their commitment increases. However, the hypothesis that organizational culture impacts commitment is not supported, suggesting that a weaker culture leads to lower employee commitment. On the other hand, both employment capability development and a strong organizational culture improve performance, as skilled employees and a stronger culture are linked to better outcomes. The study did not support the idea that organizational culture affects performance through commitment, meaning culture did not influence performance indirectly in this case. However, employment capability development did improve performance through commitment, showing that more skilled employees lead to better results. Finally, organizational IT adaptability does not change the effect of employee capabilities on performance, as it does not moderate this relationship.

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