

## EMPLOYEE COMMITMENT AND PERFORMANCE: A ROAD TO NURTURE ORGANIZATIONAL PERFORMANCE WITH SPECIAL REFERENCE TO THE EASTERN UNIVERSITY, SRI LANKA

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<https://doi.org/10.37602/IJSSMR.2023.6217>

### ABSTRACT

Organizational commitment is an important organizational and job approach that has interested many researchers in fields of organizational behavior in psychology and particularly social psychology over the past years. Moreover, with respect to recent changes in the area of business such as minimizing and merging companies together some authorities have declared that effect of organizational commitment on other prominent variables in management areas such as leaving (quitting) job, absence, and performance has decreased and therefore it is useless to examine it. But some other researchers have not accepted this point of view and they believe that organizational commitment has not lost its importance and still be subjected to research. Perhaps a commitment to the group feeling a responsibility to objectives and having a sense of obligation to team requirements may be the accurate meaning of commitment. Commitment to the job and work group especially in hard situations is more significant and fateful. Perhaps the best time for evaluating employees' commitment is when difficulties emerge. Of course, the commitment of the group's members will be stronger when it is based on human and moral values and also when it has taken place as a result of conscious selection. Because doing affairs under compulsion and imposition will work in the opposite direction of commitment.

In this study 80 questionnaires from employees of the Eastern University, Sri Lanka were analyzed and evaluated.

**Keywords:** Organizational Commitment, Employees' Performance

### 1.0 INTRODUCTION

The important work attitude on organizational behavior is a commitment to the organization. The organizational commitment represents a broader work attitude. Because it applies to the entire organization rather than just to the job. Relchgeld (1993) argues that a highly committed person will probably see him/ herself as a true member of the firm, overlook minor source of dissatisfaction, and see she/he remains a member of the organization. The success of the organization depends on the ability of the company of maintaining committed workforce. In this view, organizations try to increase employees' performance. As organizational commitment significantly contributes to performance. Therefore, Better performance will lead to greater satisfaction and commitment.

There is no clear or acceptable definition for the term “performance”. Different managerial experts view has the different definitions. In this way, Lyman Porter and Edward Lawler defined job performance as “the net effect of a person’s effort as modified by this abilities and traits and by his role perceptions”. Job performance is how the employees perform their job duties compared to expectations for the job. (Donald G. Gardner Randall B. Dunham. 1992). Performance appraisal is a systematic method of obtaining, analyzing, and recording information about a person doing a specific job rather than assessing the job itself in the case of job analysis (Prema, 2002).

Organizational commitment is a distinct concept that relates to an employee’s desire to remain with an organization out of a sense of loyalty, emotional attachment and financial need (Meyer, Allen and Smith, 1993)

It could be characterized by at least three related factors.

1. A strong belief and accidence of the organization’s goal and values.
2. Willingness to exert considerable effort on behalf of the organization.
3. A strong desire to maintain membership in the organization

(Mowduy, Sleers and porher, 1979)

It shows how an employee identifies a particular organization and its goals and wishes to maintain relationship in the organization. In this world, to achieve the competitive advantage, committed employees are needed to an organization..

Performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Presetya & Kato, 2011). According to (suhartini, 1995), employee performance is a mutual result of effort, ability, and perception of tasks. Success of the organization depends on the performance of the employees.

## 2.0 LITERATURE AND HYPOTHESIS DEVELOPMENT

Organizational commitment is considered as a most important element in achieving organizational goals and objectives. The organizational commitment is decided by number of individual (age, tenure in the organization, and dispositions such as positive or negative affectivity, or internal or external control attributions) and organizational (the job design and the leadership style of one’s supervisor) factors. Even non organizational factors such as the availability of alternatives after making the initial choice to join an organization will affect subsequent commitment. According to Liman. W. Porter and his colleagues have defined organizational commitment as relative level of defining individual’s identity in relation to organization and his participation in it.

Allen & Meyers (2004) constructed a three – Component model of commitment, which measures three forms of organizational commitment: affective commitment, normative commitment and continuance commitment. These three are characterized by three different mindsets – desire, obligation, and cost.

### 2.1 Affective Commitment

According to Meyer and Allen (1997) affective commitment is “the employee’s emotional attachment to identification with, and involvement in the organization”. Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to be (Meyer & Allen, 1991). Affective commitment is a work-related attitude with positive feelings towards the organization (Morrow, 1993).

The strength of affective organizational commitment is influenced by the extent to which the individual’s needs and expectations about the organization are matched by their actual experience (Storey, 1995). Tetrick (1995) also describes affective commitment as “value rationality – based organizational commitment, which refers to the degree of value congruence between an organizational member and an organization”. A study carried out among the teachers from the universities of Romania, revealed that the affective organizational commitment is the predominant component which sustain the organizational performance (Raluca Rusu (2013).

## 2.2 Continuance Commitment:

The second dimension of the tri dimensional model of organizational commitment is continuance commitment. According to (Meyer and Allen 1997) define continuance commitment as “awareness of the costs associated with leaving the organization”. It is calculative in nature because of the individual’s perception or weighing of costs and risks associated with leaving the current organization (Meyer & Allen, 1997).

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual’s association with the organization is based on an assessment of economic benefits gained (Beck & Wilson, 2000). Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort – bargain without identifying with the organization’s goals and values.

The approach of continuance commitment develops when an individual recognizes that he or she lose investments (the money they earn as a result of the time spent in the organization), and/or perceives that there are no alternatives or other course of action. When an individual’s have awareness or consideration about expenses and threats linked to leaving the organization, this form of commitment is considered to be calculative (Meyer & Allen 1997).

## 2.3 Normative Commitment

The last dimension of the organizational commitment model is normative commitment. (Meyer and Allen 1997) define normative commitment as “a feeling of obligation to continue employment”. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen & Meyer, 1990). According to Meyer and Allen (1991) “employees with normative commitment feel that they ought to remain with the organization”. In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do.

According to Wiener and Vardi (1980) describe normative commitment as “the work behavior of individuals, guided by a sense of duty, obligation and loyalty towards the organization”. Organizational members are committed to an organization based on moral reasons (Iverson &

Buttigieg, 1999). The normative committed employee considers it morally right to stay in the organization, regardless of how much status enhancement or satisfaction the organization gives him or her over the years.

### **3.0 RESEARCH METHODOLOGY**

An explanatory approach has been used to examine the relationship between commitment of employees and organizational performance in the case of Eastern University of Sri Lanka by Pearson correlation. The relationship of the variables, and the influence of independent variable employees' commitment which is measured via affective, normative and continuance commitment upon dependent variable (organizational performance) which is undertaken through correlation analysis.

This study adopted quantitative methodology to achieve the aim of the study and deductive approach was used as the research approach of the study. The case study approach was adopted. This study is cross-sectional in nature and the extent of researcher interference is minimal. The unit of analysis is the individual employees who are working at Eastern University, Sri Lanka.

Items to measure the employee performance items were taken in 2022. Affective commitment was measured using the six items and. Normative commitment was measured using the six items item and Continuance commitment was measured using the six items scale developed by Likert's scale. A five-point Likert scale (1= strongly disagree, 5 = strongly agree) was used to retain the original scales of the authors and keep the comparability of the results. The population represents the employees of Eastern University, Sri Lanka. The sample of 80 was drawn using a random sampling method and the primary data was collected using a self-administered survey questionnaire. A pre-test was carried out to ascertain whether the respondents could understand the wordings and questions in the questionnaire designed and a pilot test was done to identify and eliminate potential problems in the questionnaire design.

#### **3.1 Method of Data Analysis Data Evaluation**

Univariate technique is used for evaluating (estimation procedures) of respondents' views. This is performed on individual variables. Frequency distribution analysis will be used to present data. The mean values and standard deviation of the variables will be taken into consideration in this analysis for evaluating the organizational commitment & its impact on employees' performance.

Hence, the correlation analysis is used to measure the magnitude and the direction of the relationship between the organizational commitment and employees' performance.

### **4.0 RESEARCH INFORMATION**

Research information considers the main variable of organizational commitment. Organizational commitment has some sub dimensions too that are clearly shown in the operationalization. Under these dimensions, have appropriate indicators also considered to analysis of based on research objectives.

As per the research objectives, this study is going to identify

- To find out if there is any relationship between organizational commitment and employees' Performance?
- Examine the impact of organizational commitment on employees' performance.
- To identify the level of organizational commitment among the employees of Eastern University, Sri Lanka.
- To identify the level of performance among the employees of Eastern University, Sri Lanka.
- To identify which types of organizational commitment is more influence on employees' performance.

## 5.0 DISCUSSION

The purpose is to explore the justifications of the researched findings, which study the organizational commitment dimensions (affective commitment, continuance commitment and normative commitment) used to measure in influencing the performance of employees from the Eastern University, Sri Lanka is selected for this study. It includes discussion of personal information and research information. Cross tabulation is used in the discussion of personal information. Research information is discussed in detail based on the dimensions and related indicators.

This study mainly focuses on two key areas namely organizational commitment and employees' performance. In this research organizational commitment was defined as independent variables and employees' performance was defined as dependent variable. These discussions of findings for each objective are discussed below.

Organizational commitment of was defined as independent variable and employee performance was as dependent variable in this study model.

According to Allen and Meyer (2010; Suliman and Iles, (2000) and Wong and Wong (2002), organizational commitment has also been shown to be positively correlated with certain outcome variables like performance.

Organizational commitment is the independent variable in the study on the organizational commitment and its impact on performance. It indicates the high influence on employees' performance.

Performance is the dependent variable in the study on the organizational commitment and its impact on performance. It was measured through nine indicators.

## 6.0 CONCLUSION

This study assesses the impact of organizational commitment on employees' performance in the Eastern University, Sri Lanka. It has been observed in the study that the perception organizational commitment is a most influential factor that determines the employees' performance.

The organizational commitment as an independent variable is measured through three dimensions these are affective commitment, continuous commitment and normative

commitment and performance as a dependent variable is measured through four dimensions these are outcomes, absenteeism, personal traits and behavior. The conclusion of the study is that there is a strong positive relationship between organizational commitment and employees' performance and affective commitment highly influenced with performance than other commitments (continuous commitment and normative commitment).

It has been observed in the study that the perception organizational commitment is a most influential factor that determines the employees' performance in the Eastern University, Sri Lanka.

## 6.1 Implications

The present study examined organizational commitment and its impact on performance of Eastern University, Sri Lanka. Despite the fact that organizational commitment is an important factor as a basic requirement for the effective functioning of organization, there has been few empirical researches of this study. The research was conducted in the limitation of time; therefore, the target population is limited to small number of respondents. The further study may use random sample with larger population to increase the reliability of the result. This research focuses only on organizational commitment as the independent variable that it impacts on the performance. Furthermore, future researchers should focus on other important variables like human resources management practices (compensation management, performance appraisal, promotion practices, etc) to determine their effect on employees' performance and other work-related outcomes such as employee satisfaction and employee turnover intentions.

## 6.2 Assumptions and Limitations

- The data will be collected through the research will be accurate and unbiased.
- There is no change in organization policies and government ideas and regulations.
- During the data collection, there are no any changes in the Eastern University, Sri Lanka
- All selected respondent to these sample, would provide full – corporation for this study.
- All the gathered data from the respondents answered truly and fairly manner.

## 6.3 Limitations

The researcher had to undertake the study under the following limitations.

- Selected samples size was limited 80 employees in the Eastern University, Sri Lanka.
- The research area was limited within the Eastern University, Sri Lanka.
- The questionnaire is measured with 5-point Liker's scale in this study. However, if any relative study uses scale beyond 5, findings of this study can be further re-confirmed.

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