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Organizational Commitment and Employee Performance with Special Reference to Administrative Officers at the University of Jaffna, Sri Lanka

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ABSTRACT: *An empirical knowledge gap has been observed regarding the relationship between organizational commitment and employee job performance of Administrative Officers in University of Jaffna, Sri Lanka. Therefore, in order to fill this empirical knowledge gap, this study was carried out with the objectives of explores the relationship between organizational commitment and job performance and explores the impact of organizational commitment on job performance of Administrative Officers in University of Jaffna, Sri Lanka. The data of this study have been collected from 40 Administrative Officers in University of Jaffna, Sri Lanka through the structured questionnaire. The data were analysed with univariate and bivariate analyses using SPSS 19.0. Findings of the study stated that there is a medium positive relationship between organizational commitment and job performance. And also findings of the study stated that organizational commitment has significant impact on employee performance. This study suggested that organizational commitment of the employees can improve employees" job performance.*

Key words*: Organizational commitment, Job performance, Employee.*

1. Introduction

Recent days, organizations continuously focus on enhancing the organizational performance in order to gain the competitive advantage. In this sense, several researchers revealed that, employees are the significant actors in determining the organizational performance (Brío, Fernandez, & Junquera, 2007; Jabbour & Santos, 2008). Organizational success depends on the hands of the employees who put in their best efforts to be effective in their areas of work. Hence, organizations turns their spot light on enhancing the employees" attitudes and behavior to enrich the individual employee performance which in turns leads to improve the organizational performance.

In this scenario, organizational commitment of employee considered as an important attitude in the organizational context. Commitment is employee psychological attachment to the organization (Meyer & Allen, 1991). Every employee of an organization needs to give his/her best performance, along with highest commitment to organization goals its success in long term. The success of the organization depends on the employees" ability and their commitment. Employee organizational commitment is a significant psychological behavior. Committed employee performance is in higher level than the non-committed employee performance. Highly committed employee is a true member of the organization. Employee high level of commitment leads to several favorable organization outcomes such as, high productivity, enhance organization goodwill, high profit, less turnover, less absenteeism, provide promotional opportunities and training opportunities, enhance employee empowerment and job security.

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Thus, most of the organizations give great importance to increase employee commitment to enhance the organizational performance. In this context, number of scholars contributed to the understandings of importance of organizational commitment (Meyer & Allen, 1991; Randall, 1993; Rhoades, Eisenberger, & Armeli, 2001; Shen & Jiuhua, 2011). However, In Sri Lankan context, only few studies have focus on the relationship between commitment and employee job performance. Thus, there is an empirical research gap exist regarding the relationship between commitment and employee job performance.

In this study main problem is that whether "performance of employees is determined by the employees" commitment to an organization". Success of the organization depends on the performance of the employees. Organizational commitment is an important concept in an organization to increase the performance of employees. If employees did not have commitment on their organization they will only work for the monetary benefits. Organizational commitment plays an important role on the performance of employees. In considering above reasons, the researchers would like to conduct this research study in order to fill the empirical knowledge gaps with regards to relationship between organizational commitment and organizational performance. Hence, the objectives of this study are to identify the impact of organizational commitment on employee performance, identify the relationship between organizational commitment and the employee performance with the administrative officers attached to the University of Jaffna, Sri Lanka.

2. Literature Review

2.1. Definitions of Organizational Commitment

Organizational commitment considered as a crucial job related attitude of employees which plays a major role in determining the employee performance. Many organizational behaviour researchers have contributed extensively to the development of the OC literature by providing many nuanced OC definitions. They are as follows: Organizational Commitment can be defined as the relative strength of an individual"s identification with and involvement in a particular organization (Porter & Smith, 1970). Sheldon (1971) defined Organizational Commitment as an attitude or orientation towards the Organization which links or attached the identity of the person to the organization. According to Mowday., Steers, and Porter (1979). Commitment has been defined as having a strong belief in an organization,,s value and goals. Such that a person desires to maintain a part of the organization and is willing to expand considerable effort for the organization.

2.2. Relationship between Organizational Commitment and Employee Performance

Success of the organization depends on the performance of the employees. Thus, organizations increasingly required to focus on improving the employees" job related attitudes and behaviors to enhance the employee performance. In this context, several researchers revealed the importance of organizational commitment to improve the employees" job performance. The study of employees" job performance and organizational commitment is of primary importance to the top-level Management of the organization. Somers and Birnbaum (1998) studied the relationship of Career Commitment to performance effectiveness and resulted in a positive relationship. Commitment of employees can be an important instrument for improving the performance of the organization. Meyer and Allen (1991) have revealed that organizational commitment is important because high levels of Commitment lead to several favorable organizational outcomes. It reflects the extent to which employees" identity with an organization and is committed to its goals. Dordevic (2004) stated that the commitment of employee is an important issue because it may be used to predict employees" performance, absenteeism and other behaviours. High level of commitment provides secure and stable work force and provide Competitive advantage to the organization (Steers, 1977). Further, highly committed employees were found to have a higher intent to remain with the organization, a stronger desire to attend work and more positive attitude about their employment (Steers, 1977).

According to Dansereau, Graen, and Haga (1975) better employee performance was correlated with more role, clarity, higher satisfaction and stronger organizational commitment. In general, organizational commitment is considered a useful measure of organizational effectiveness (Mowday, Porter, & Dubin, 1974). Morrow (1993) stated that organizational commitment has the potential to predict organizational outcomes such employee job performance, turnover, absenteeism, tenure and organizational goals. In addition to that, Kinicki and Vecchio (1994) explained that organizational commitment is leading to achieve the desired

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organizational success or outcomes. According to the above literature, this review establishes that organizational commitment has a positive relationship with employee job performance as a hypothesis of this review:

Hypothesis: There is a positive relationship between organizational commitment and employee performance.

3. Conceptual Framework of the Study

Based on the above literature review, following conceptual model was developed by researcher to carry out this research.

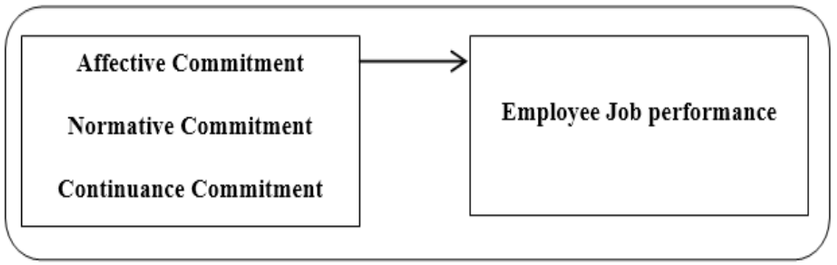


Figure-1. Conceptual framework.

4. Methodology

4.1. Data Collection Methods

The total population for the study was 40 administrative officers in the University of Jaffna, Sri Lanka. The total population considered as the sample to conduct this study. Data collection plays a vital role in any research. The current study used primary and secondary data. The primary data of this study were collected from the respondents through structured questionnaire. The questionnaire contained questions relating to organizational commitment and employee job performance. Further, researchers also employed interview and discussion method to collect the primary data. Secondary data collected through journals, magazines and University publications.

4.2. Data Analysis Techniques

Correlation analysis was conducted to examine the relationship between the variables. According to Sekaran (2000) the correlation coefficient value (r) range from 0.10 to0.29 is considered as weak, from 0.30 to 0.49 is considered as medium and from 0.50 to 1.0 is considered as strong. However, according to Field (2005) correlation coefficient should not go beyond 0.8 to avoid multi-collinearity. The correlation analysis shows that multio- collinearity does not threaten the validity of the data.

Simple Linear Regression was used to measure the impact of the independent variable on a dependent variable. The regression coefficient (represent by R2) can take on any value between 0 and 1. It measures how much the dependent variable varies with an independent variable when all other independent variables are held constant. Therefore, simple linear regression was used to measure the impact of organizational commitment on employee job performance.

Table-1. Descriptive Statistics.

Variables	Mean	SD
1 Affective Commitment	3.33	0.38
2 Normative Commitment	3.60	0.8
3 Continuance Commitment	3.81	0.60
4 Employee Job performance	4.53	0.37

Source: Survey data.

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5. Findings of the Study

5.1. Descriptive Statistic of Variables

Table 1 shows the mean values and standard deviations of independent and dependent variable. Affective commitment, normative commitment and continuance commitment were the independent variables and the performance was the dependent variable. Continuance commitment indicates that the higher mean value 3.81 than the affective commitment, normative commitment 3.333 and 3.60. The administrative staffs of the University of Jaffna continuously committed to their work in achieving organizational goals and objectives with involving the emotional attachment with an involvement in the organization than the normative commitment. The dependent variable displays the higher mean value than the independent variable 4.53. The findings of the study revealed that there is a high level of organizational commitment exists among the administrative staff of the University of Jaffna, Sri Lanka. The results also imply that job performance of administrative staff is in high level.

Table-2. Correlation Analysis.

Variables		1
1	Organizational commitment	
2	Job performance	0.387*

Note: *. Correlation is significant at the 0.05 level (2-tailed).
Source: Survey data.

5.2. Correlation Analysis

Table 2 present the correlation analysis of the study. Correlation analysis explained that organizational commitment has a medium positive correlation with job performance.

Table-3. Model Summary of Impact of Organizational Commitment on Job Performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.387[a]	0.150	0.122	0.56773

Note: a. Predictors: (Constant), Organizational Commitment.
Source: Survey data.

5.3. Simple Linear Regression Analysis

Table 3 shows the model summary of simple linear regression analysis. Adjusted R square is 0.410. Therefore Researcher can conclude that 15% of variability in job performance is accounted by the organizational commitment. In other words, 85% of variance of job performance was affected by other variables.

Table-4. Coefficients of Organizational Commitment and Job performance.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.835	0.436		6.497	0.000
	Organizational Commitment	0.271	0.118	0.387	2.300	0.029

a. Dependent Variable: Performance.
Source: Survey Data.

The regression analysis in Table 4 indicates that the organizational commitment has significant impact on performance with t –statistic 2.300 and significant level is 0.029, which is less than p-value of 0.05 and Beta value of organizational commitment 0.271. Thus H_1 supports that organizational commitment has positive impact on job performance. Therefore, the hypothesis 1 is accepted in this study and the null hypothesis is rejected.

6. Conclusion of the Study

This research study concluded that there is a positive relationship between organizational commitment and

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employee performance. High level of organizational commitment is linked to higher level of job performance. Therefore we assume that organizational commitment is positively related with organizational performance and job satisfaction.

At the same time, other factor also influence on performance. Finding of the current study clearly suggest that organizational commitment impact on the performance of employees. Employees who are committed to their respective institution are more likely not only to remain with the institution but are also likely to exert more effort on the behalf of the organization and work toward its success. Hence, organizations increasingly required to pay a great attention on improving the organizational commitment of employees to enrich their job performance.

This study has some implications for academics and practitioners. For academic research, this study contributes to understand the relationship between organizational commitment and job performance. The results of the study also have useful implications for organizations which want to improve the employees" job performance. Organizations that want to enhance the employees" job performance may need to enhance the organizational commitment of all employees.

7. Recommendations of the Study

The following recommendations are made on the basis of the present study. Employees are mostly increasing their performance for receiving higher salary or other carrier improvement advantages. Administrative officers are ready to leave the present job, once they received better job than the present job. It is natural. This attitude will negatively impact the effectiveness of the Government sector. Organizations can eliminate this type of turnover intention of employees through improving the organizational commitment of employees. University administrators should take more consideration to increase the organizational commitment. For it they can follow the following guidelines.

1. Administrators should be treated fairly manner and two ways communication should be followed in the University.
2. The University should support the development of the Administrative Officers.
3. The University should give challenging job to the Administrative Officers.

8. Limitations of the Study

This study has a series of limitations. First, the current study is carried out based on the information collected only from the Administrative officers of the University of Jaffna, Sri Lanka. Second, data were collected at one point of time, applying a cross sectional design. Third, sample size (n =40) of the study is limited. Fourth, this study is mainly conducted based on the data collection through the questionnaire and antecedent variables are not taken into consideration. Finally, this study did not consider the impact of control variables (e.g. sample profiles or other variables) on organizational commitment. Finally, there is also limited generalization of the findings of this study beyond the current organization where this study conducted. Future researchers should focus on these limitations in enriching knowledge in these areas.

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