

EMPLOYEE COMMITMENT AND THEIR PERFORMANCE ARE INTER-RELATED: A BEHAVIORAL STUDY FROM PAKISTAN.

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Abstract

To understand the concept of employee commitment through organizational perceptions is to look at the related theory. A lot of different ways are there to define the organizational commitment in general. When the employee feels that the organization is giving importance to his ideas, he will be more committed to his works. This thing will ultimately increase his performance. Employee commitment can be enhanced through their participation in decision making and providing them opportunity for better understanding the whole procedure of the organization performance measurement. The based upon the data collected from four big cities of Pakistan, it was recognized that if the employees of the organizations are more committed, their performance will be increased positively in public sector as well as in private sector organizations.

Keywords: Employee Commitment, Employee Performance, Job Autonomy, Organizational Support, Training, Justice in Organization

1. INTRODUCTION:

A lot of research indicates that people often judge others on different basis like gender, race, and profession (Bem and Allen, 1974; Abelson, 1976). According to Fisk and Taylor (1984), it is better to enhance the structural development of the organization and then making them public for all the employees. Norman (1963) suggested that social psychology is resulted in the form of committed persons in the organizations. Persons evaluate each other based on the commitment level he has which is his distinct characteristic (Cantor and Mischel, 1979). Feldman's (1981, 1986) provides a frame-work by work on cognitive procedures for understanding how employee commitment can be used to develop the organizational assessments. Taylor (1911) was one of the earliest contributors who had identified the factors that are going to influence the performance of the employee during working and in overall scenario.

1.2 Theoretical Background and Development of Hypothesis:

1.2.1 Employee Commitment:

There are so many researches have been done on finding the new methods to how to increase the commitment of the employees in the organization (Porter, Mowday, & Steers, 1982), as a result of these researches the organizational performance is dependent upon the organizational commitment. Voluntary turnover and different working behaviors' studies are playing a supporting role for employees' performance, organizational citizenship and absenteeism (Mowday et al., 1982; Meyer, Gellatly, Goffin, Paunonen, & Jack-son, 1989; Shore & Wayne, 1993; O'Reilly & Chatman, 1986; Mowday et al., 1982). However managerial perceptions of employee's commitment have not yet been taken into considerations irrespective of a lot of research in this area. All previous studies based employee mainly on the employee self-reports of commitment. Also managers are also contributing towards the commitment of the employees. These contributions are may also has an effect on the allocation of rewards on their behalf. The perseverance of this study was to prepare a solid method to judge the effectiveness of the employee commitment in the organization.

The focus of studying the psychology of the organizations is lower down the subjective assessment techniques in the organizations and to enhance correctness or these measures practically (Murphy & Cleveland, 1991). As a consequence, researchers have been focusing on the behavioral side of employee evaluation through job behavior aspects (Werner, 1994). Extensive, very different and effective side of managerial thinking's regarding the employees has been found which are not still addressed till now. This found a gap to find out the focus on rewarding employees personal attributes such as employee commitment. Initially, mainly the focus is on the appraisal systems on the personal characteristics that then makes the measures beneficial in the organization (Werner, 1994). Then, there is recent research evidence those personal aspects like temperament and employee performance is considered important (Werner, 1994; Borman, 1987; White, Pulakos, Borman, & Oppler, 1991). As a result, this becomes very significant in apprehending the check on the relationship between managerial perceptions and personal attributes of the employees.

A lot of research indicates that people often judge others on different basis like gender, race, and profession (Bem and Allen, 1974; Abelson, 1976). According to Fisk and Taylor (1984), it is better to enhance the structural development of the organization and then making them public for all the employees. Norman (1963) suggested that social psychology is resulted in the form of committed persons in the organizations. Persons evaluate each other based on the commitment level he has which is his distinct characteristic (Cantor and Mischel, 1979). Feldman's (1981, 1986) provides a frame-work by work on cognitive procedures for understanding how employee commitment can be used to develop the organizational assessments.

To understand the concept of employee commitment through organizational perceptions is to look at the related theory. A lot of different ways are there to define the organizational commitment in general (Morrow, 1983; Meyer & Allen, 1984; Mowday et al., 1982). Meyer and Allen (1984) indicated that employee investment in the organization

may increase their commitment to the organization. Meyer & Allen (1984) also suggest another aspect of the organizational commitment that as a result of emotional attachment with the organization may also increase the commitment level of the employees. Two most famous measures of affective commitment are the Affective Commitment Scale (ACS) (Meyer & Allen, 1984) and the Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1982). According to Meyer and Allen (1991), consistency of the employee services in any organization can be enhanced through both affective and continuance commitment which represents psychological states. The employees who want to be committed in the organization due to their primary focus will only still remain committed (Meyer & Allen, 1991: 67). A reasonable literature is available that is supporting the uniqueness of continuance and effectiveness of the commitment (Angle and Lawson, 1993; Meyer and Allen, 1984; Hackett, Bycio and Hausdorf, 1994; McGee and Ford, 1987; Meyer, Gellatly and Allen, 1990; Shore and Barksdale, 1991).

1.2.2 Employee Performance:

There have been a lot of debates among the industrialists and researchers in the current era about identifying the factors that are affecting the employee performance. Taylor (1911) was one of the earliest contributors who had identified the factors that are going to influence the performance of the employee during working and in overall scenario. He identified the concept of economic man which was meant that the income level or the reward system existed in the organization is the mainly the factor that may improve the performance of the employees. After that so many researchers had contributed in that concept. The most famous were Huselid (1995), Pfeffer (1994), Arthur (1994). They all gave a boost in that literature to improve the employee performance. Theorists had identified 4 major factors that may affect the employee performance. These are:

- Job Autonomy
- Organizational Support
- Training
- Justice in the Organization

- Employee Performance and Job Autonomy:

Job autonomy can play an important role in enhancing the performance of the employee in the organizations. Job autonomy creates a sense of responsibility among the employees of the organization (Dean, Colarelli & Konstans, 1987). They show an increasing impact of job autonomy on the employee performance and the absence of job autonomy in the organizations creates so many problems like decrease in productivity, performance and increase in stress. The employee performance cannot be increased merely by increasing the focus on the authority, discipline and control in the organizations (Hart & Willower, 1994). The employee performance cannot be increased without increasing the commitment and engagement of the employees in the working environment (Meyer and Allen, 1997). Empowering employees to define their responsibilities and keeping them involved in the decision making can have a positive impact on their performance (Agarwal & Ferratt, 1999; Durham, Grube, and Castaneda, 1994).

- Organizational Support and Performance:

The sense of ownership in the organization that the company is giving importance their views and giving them importance is collectively called as organizational support and the existence of that also increase the employee performance (Fasolo, Eisenberger & Davis LaMastr, 1990). The employees can give extra ordinary effort to the productivity of the organization when the organization is giving them full support (Fasolo et al., 1986). When the importance is given to the employees in the organizational, it will ultimately affect the employees' commitment and also the productivity of the organization also increased (DeCotiis and Summers, 1987). The organizational performance and commitment is positively effect by giving the employees a sense of importance and by solving their problems (Iversion and Buttigie, 1999).

- *Training and Performance:*

The training given to the employees improve their performance by the way of development in their skill (Harel and Tzafir, 1999). McEvoy (1997) also concludes that training of the employees can improve their commitment level, knowledge sharing and their honor to work in the organization. Burke and Day (1986) found that the managers' performance can also be increased in the organization by the way of providing them training. The cost of training is basically the company's investment that provides it benefit for a long time period. The reason for this is that the employee's morale will increase and they will become more committed while performance their tasks in the organization (Bartel, 1994).

- *Organizational Justice and Performance:*

The organizational justice has been a very hot topic from a long time period till now and all level of researchers and also among the professional society. The organizational justice when achieved in its true sense, it may affect the employee performance, their commitment level in the organization and also their level of efforts towards achievement of their goals (Folger and Cropanzano, 1998).

There are two different categories of justices that are provided by the scholars. These are: distributive justice and procedural justice (Folger & Cropanzo, 1998; Folger, 1977). How the returns of the organizations are distributed among the employees and among the owners of the organization is something which is related to distributive justice such as pay system, compensation system, performance evaluation and promotion of the employees on equal basis. When the employees feel that the organization is distributing its return s among the employees on fair basis, this means that there is organizational justice (Folger & Cropanzano, 1998). The situation of inequity is a major cause of employee dissatisfaction, lak of commitment and ad negative performance (Brief, 1998).

According to Brockner & Greenberg (1990) and Folger (1977) when the duties and responsibilities are assigned fairly and outcomes are divided through a proper channel and a defined procedure is used, it is called as procedural justice in the organization. When the employees are involved in decision making and while defining the tasks and the organization is giving them their rewards without getting them asked about that, it is called procedural justice (Folger and Cropanzano, 1998). The employees' commitment to the organization is dependent upon the level of procedural justice in the organization (Konovsky and Cropanzano, 1991). Different studies show that the procedural and distributive justices are very important one for the improvement of the employee performance and commitment and the procedural justice is the most important one (Folger and Cropanzano, 1998; Barling and Phillips, 1993). Welbourne (1998) stats that procedural justice and distributive justice have both different dimensions for which they should be applied. Procedural justice is the major issue in case of higher returns and profits while distributive justice is the major concern in case of lower returns.

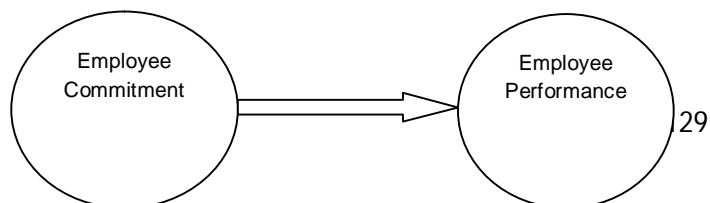


Fig 1: Effect of employee commitments on employee performance

1.2.3 Hypothesis:

H0: Employee commitment has no effect on the performance of the employees.

H1: Employee commitment can enhance the performance of the employees and their productivity positively.

2. RESEARCH DESIGN:

2.1 Research objectives:

The objective of the research is to find that is there any relation between Employee performance and employee commitment. Employee commitment has so many effects on the performance of the employees. The idea behind our research is to check out that how the committed employees work better as compared to lower committed employees in both public and private sector organizations.

2.2 The Purpose of Research:

The research that we had conducted is exploratory research and it is applicable equally on public as well as private organizations. The companies can increase their productivity by the way of increasing the commitment of it employees.

2.3 Type of Investigation:

The study is a causal type of investigation. In our study we are basically trying to find the effect of employee commitment on the employee performance in an organization. The researcher interference is minimal in that study. That also has a great impact on the accuracy of the results.

2.4 Study Setting:

The research was conducted in non-contrived study settings or in other words we can say that in a natural environment which shows the real situation of the results is real case.

2.5 Unit of Analysis:

The study was organized in Lahore, Rawalpindi, Faisalabad and Islamabad regions. The main focus was on the registered organizations. Questionnaires were filled from the individuals belonging to different public and private organizations.

2.6 Sampling Design:

Convenient sampling was used for data collection. Total 800 questionnaires were duly distributed and collected after completing from Lahore, Rawalpindi, Faisalabad and Islamabad. Likert 5 point scale having two extreme ends was used for data collection.

2.7 Time Horizon:

It was a cross-sectional study; mainly the focus was on measuring the impact of employee commitment on the employee performance.

2.8 Data Collection:

Questionnaires are used to measure the employee commitment’s impact on the employee performance. These questionnaires are then analyzed through SPSS software.

3. SAMPLING:

In this research, data is collected from public and private sector employees from Lahore, Rawalpindi, Faisalabad and Islamabad. The total 800 respondents were approached for data collection. Out of these 800 respondents, 746 were answered correctly and 54 questionnaires were discarded. So total sample size of our research was 746 employees in public and private organizations. The respondent employees were from different department related to Human Resources, Information Technology, Audit & Accountancy and Technical Departments.

4. DATA ANALYSIS:

The data was collected through questionnaires are then entered in Statistical Package for Social Sciences (SPSS). Following tools were used for analysis:

4.1 Inter-item Correlation:

Inter-Item Correlation Matrix

	EP1	EP2	EP3	EP4	EP5	EC1	EC2	EC3	EC4	EC5
EP1	1.000	-.084	-.047	.068	.081	.093	.023	.065	.222	-.375
EP2	-.084	1.000	.108	-.144	.059	-.195	.131	.119	-.278	-.115
EP3	-.047	.108	1.000	.210	.223	-.205	.340	-.221	-.113	-.020
EP4	.068	-.144	.210	1.000	.380	-.019	.254	.346	.008	.002
EP5	.081	.059	.223	.380	1.000	-.096	.263	-.263	-.268	.090
EC1	.093	-.195	-.205	-.019	-.096	1.000	-.546	.245	-.297	-.022
EC2	.023	.131	.340	.254	.263	-.546	1.000	-.043	.235	.135
EC3	.065	.119	-.221	.346	-.263	.245	-.043	1.000	-.041	.161
EC4	.222	-.278	-.113	.008	-.268	-.297	.235	-.041	1.000	-.121
EC5	-.375	-.115	-.020	.002	.090	-.022	.135	.161	-.121	1.000

Table: 1 Inter-item Correlation

4.2 Inter-item Covariance:

Inter-Item Covariance Matrix

	EP1	EP2	EP3	EP4	EP5	EC1	EC2	EC3	EC4	EC5

EP1	.192	-.029	-.015	.029	.026	.028	.008	.022	.064	-.118
EP2	-.029	.634	.064	-.113	.034	-.108	.082	.075	-.144	-.066
EP3	-.015	.064	.550	.153	.121	-.106	.199	-.129	-.055	-.011
EP4	.029	-.113	.153	.964	.273	-.013	.196	.267	.005	.002
EP5	.026	.034	.121	.273	.536	-.049	.152	-.151	-.128	.047
EC1	.028	-.108	-.106	-.013	-	.486	-	.134	-.135	-.011
EC2	.008	.082	.199	.196	.152	-.300	.622	-.027	.121	.077
EC3	.022	.075	-.129	.267	-	.134	-	.616	-.021	.091
EC4	.064	-.144	-.055	.005	-	-.135	.121	-.021	.427	-.057
EC5	-.118	-.066	-.011	.002	.047	-.011	.077	.091	-.057	.518

Table 2: Inter-item Covariance

4.3 Correlation Coefficients:

Correlations

	EC1	EC2	EC3	EC4	EC5	EP1	EP2	EP3	EP4	EP5
E Pearson Correlation	1	-.546**	.245**	-.297**	-.022	.093*	-.195**	-.205**	-.019	-.096**
C Sig. (2-tailed)		.000	.000	.000	.545	.011	.000	.000	.601	.009
1 Sum of Squares and Cross-products	360.962	-222.785	99.446	-100.419	-8.277	21.161	-80.492	-78.651	-9.758	-36.516
Covariance	.486	-.300	.134	-.135	-.011	.028	-.108	-.106	-.013	-.049
N	744	744	744	744	744	744	744	744	744	744
E Pearson Correlation	-.546**	1	-.043	.235**	.135**	.023	.131**	.340**	.254**	.263**
C Sig. (2-tailed)	.000		.237	.000	.000	.529	.000	.000	.000	.000
2 Sum of Squares and Cross-products	-222.785	461.914	-19.978	89.968	57.011	5.935	61.097	147.860	145.903	112.806
Covariance	-.300	.622	-.027	.121	.077	.008	.082	.199	.196	.152
N	744	744	744	744	744	744	744	744	744	744
E Pearson Correlation	.245**	-.043	1	-.041	.161**	.065	.119**	-.221**	.346**	-.263**
C Sig. (2-tailed)	.000	.237		.261	.000	.078	.001	.000	.000	.000

3	Sum of Squares and Cross-products	99.446	-19.978	457.995	-15.742	67.497	16.516	55.476	-95.715	198.274	-112.452
	Covariance	.134	-.027	.616	-.021	.091	.022	.075	-.129	.267	-.151
	N	744	744	744	744	744	744	744	744	744	744
E C 4	Pearson Correlation	-.297**	.235**	-.041	1	-.121**	.222**	-.278**	-.113**	.008	-.268**
	Sig. (2-tailed)	.000	.000	.261		.001	.000	.000	.002	.826	.000
	Sum of Squares and Cross-products	-100.419	89.968	-15.742	317.613	-42.371	47.226	-107.339	-40.677	3.839	-95.323
	Covariance	-.135	.121	-.021	.427	-.057	.064	-.144	-.055	.005	-.128
	N	744	744	744	744	744	744	744	744	744	744
E C 5	Pearson Correlation	-.022	.135**	.161**	-.121**	1	-.375**	-.115**	-.020	.002	.090*
	Sig. (2-tailed)	.545	.000	.000	.001		.000	.002	.590	.953	.014
	Sum of Squares and Cross-products	-8.277	57.011	67.497	-42.371	384.999	-87.742	-49.012	-7.858	1.137	35.274
	Covariance	-.011	.077	.091	-.057	.518	-.118	-.066	-.011	.002	.047
	N	744	744	744	744	744	744	744	744	744	744
E P1	Pearson Correlation	.093*	.023	.065	.222**	-.375**	1	-.084*	-.047	.068	.081*
	Sig. (2-tailed)	.011	.529	.078	.000	.000		.022	.200	.064	.027
	Sum of Squares and Cross-products	21.161	5.935	16.516	47.226	-87.742	142.452	-21.677	-11.355	21.677	19.355
	Covariance	.028	.008	.022	.064	-.118	.192	-.029	-.015	.029	.026
	N	744	744	744	744	744	744	744	744	744	744
E P2	Pearson Correlation	-.195**	.131**	.119**	-.278**	-.115**	-.084*	1	.108**	-.144**	.059
	Sig. (2-tailed)	.000	.000	.001	.000	.002	.022		.003	.000	.109
	Sum of Squares and Cross-products	-80.492	61.097	55.476	-107.339	-49.012	-21.677	470.891	47.282	-83.766	25.468
	Covariance	-.108	.082	.075	-.144	-.066	-.029	.634	.064	-.113	.034
	N	744	744	744	744	744	744	744	744	744	744
E P3	Pearson Correlation	-.205**	.340**	-.221**	-.113**	-.020	-.047	.108**	1	.210**	.223**
	Sig. (2-tailed)	.000	.000	.000	.002	.590	.200	.003		.000	.000
	Sum of Squares and Cross-products	-78.651	147.860	-95.715	-40.677	-7.858	-11.355	47.282	408.898	113.468	89.935
	Covariance	-.106	.199	-.129	-.055	-.011	-.015	.064	.550	.153	.121
	N	744	744	744	744	744	744	744	744	744	744
E P4	Pearson Correlation	-.019	.254**	.346**	.008	.002	.068	-.144**	.210**	1	.380**
	Sig. (2-tailed)	.601	.000	.000	.826	.953	.064	.000	.000		.000
	Sum of Squares and Cross-products	-9.758	145.903	198.274	3.839	1.137	21.677	-83.766	113.468	716.016	203.032

Covariance	-.013	.196	.267	.005	.002	.029	-.113	.153	.964	.273
N	744	744	744	744	744	744	744	744	744	744
E Pearson Correlation	-.096**	.263**	-.263**	-.268**	.090*	.081*	.059	.223**	.380**	1
P5 Sig. (2-tailed)	.009	.000	.000	.000	.014	.027	.109	.000	.000	
Sum of Squares and Cross-products	-36.516	112.806	-112.452	-95.323	35.274	19.355	25.468	89.935	203.032	398.065
Covariance	-.049	.152	-.151	-.128	.047	.026	.034	.121	.273	.536
N	744	744	744	744	744	744	744	744	744	744

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 3: Correlation Coefficients

4.4 ANOVA:

ANOVA with Tukey's Test for Nonadditivity

	Sum of Squares	df	Mean Square	F	Sig
Between People	483.728	743	.651		
Within Between Items	339.925	9	37.769	69.461	.000
People f Nonadditivity	6.497 ^a	1	6.497	11.968	.001
€ Balance	3629.578	6686	.543		
ξ Total					
i					
c					
l	3636.075	6687	.544		
ε					
l					
Total	3976.000	6696	.594		
Total	4459.728	7439	.600		

Grand Mean = 2.48

a. Tukey's estimate of power to which observations must be raised to achieve additivity = 2.346.

Table 4: ANOVA

4.5 Hotelling's T-Squared Test:

Hotelling's T-Squared Test

Hotelling's T-Squared	F	df1	df2	Sig
814.466	89.522	9	735	.000

Table 5: Hotelling's T-Squared Test

5. CONCLUSION:

In the table the effect of Employee Commitment on Employee Performance is checked. The table shows that there is a moderate level interdependence between Employee Commitment and Employee Performance. Here, F-value is 11.968 which are greater than zero or we can say that it is non-zero. Thus Employee Commitment has moderate effect on employee performance in an organization. So we will reject null hypothesis and accept alternative hypothesis.

6. LIMITATION OF THE RESEARCH:

In this research we have questionnaires for our data collection and only the impact of employee commitment on employee performance was judged. Further study can also be done on the other factors that may have direct or indirect impact on employee performance. We used cross sectional method in this research which means that research will conduct once a time. But we can also use Longitudinal Method for the better results by making comparison of previous research with the current research. It will more helpful for the researcher and the organizations to take better decisions for achievements of the strategic goals.

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