

THE CORRELATION BETWEEN ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION WITH A PERCEPTION OF PERFORMANCE EVALUATION

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ABSTRACT

The purpose of this study is to examine the correlation between job satisfaction and organizational commitment with the perceptions of employees and managers on performance evaluation system. Moreover, the correlations between job status and differential levels and also between job satisfaction and organizational commitment are also examined in terms of perceptions of job status (employee-manager) at various dimensions on performance evaluation system. The survey conducted is applied to the employees and managers at three textile factories in Turkey. There are 26 hypothesis developed within the model of this study and the data obtained via the surveys are tested basing on these hypotheses. As a result, it is seen that there is no differentiation in any perceptions of performance evaluation system in terms of job status; no significant correlation between job satisfaction and job status; a higher rate in the organizational commitment of managers than employees and a significant correlation between organizational commitments and job status in terms of several perceptions of performance evaluation. This study is important in terms of revealing the effects of perceptions on performance evaluation systems to the job satisfaction and organizational commitment and the differentiations in terms of job status.

Keywords: *Performance evaluation, job satisfaction, organizational commitment, textile, job status.*

1. INTRODUCTION

The process of performance evaluation is important in terms of strategic management. Therefore, this process of performance evaluation must be designed very effectively, because the results obtained from this performance evaluation are crucial not only for operational decisions, but also for tactical and strategic decisions. In this view, the perceptions about the functioning of performance evaluation system are important in terms of the success of the system. Different perceptions must be taken into consideration on performance evaluation in order to obtain more significant input for the strategic management. Moreover, the examination of the correlations between job satisfaction and organizational commitment on their perceptions at different levels will make great contributions to the functioning a smoother process.

There are several studies examining the correlation between job performance and job satisfaction available in the literature (Judge et al., 2001: 376-407; Becker et al., 1996: 464-482; Lee et al., 1990: 870-881; Pritchard and Karasick, 1973: 126-146; Green and Heywood, 2008: 710-728; Judge, 2009: 58-62; Vecchio et al., 2008: 71-82; Yazıcıoğlu, 2010: 243-264; Gül et al., 2008: 1-11; Berg, 1999: 111-135). Besides, there are also a lot of studies which examine the correlation between job performance and organizational commitment (Jaramillo et al., 2005: 705-714; Wright and Bonett, 2002: 1183-1190; Lok and Crawford, 1999: 365-374; Somers and Birnbaum, 1998: 621-634; Williams and Anderson, 1991: 601-617; Sagie, 1998: 156-171; Gaertner, 1999: 479-493; Yousef, 2000: 6-24; Lok and Crawford, 2001: 594-613; Silverthorne, 2004: 592-599; İraz and Akgün, 2011: 225-250; Brockner et al., 2004: 76-100; Yousef, 2002: 250-266; Riketta, 2002: 257-266; Kuokkanen et al., 2003: 184-192; Xiong et al., 2002: 339-356; Chen et al., 2006: 242-249; Siu, 2003: 337-347; Scotter, 2000: 79-95; Wech et al., 1998: 472-494; Leong, 1994: 57-63; Chen and Francesco, 2003: 490-510; Suliman and Iles, 2000: 407-422). It is possible to increase the number of these examples.

However, the number of studies focusing on the perceptions of performance is quite limited. Çakmak (2005), one of the researchers, who conducted a study on this subject, developed an efficacy model for performance evaluation system in order to evaluate and assess this performance evaluation system effectively and in an effective point of view. There revealed 8 perceptions in this study, which affects the points of view on performance evaluation system. These levels of perception are effective application, system knowledge, participation, justice, and satisfaction of evaluator, expected benefits, efficacy and general satisfaction. These dimensions can be best described in such ways (Çakmak, 2005:6):

Effective Application: The beliefs on the effective application of available evaluation system

System Knowledge: The beliefs on how much the employees understand the evaluation system

Participation: The perceptions of employees on the extent to which they have a voice in evaluation system

Justice: The opinions of employees on how fair they believe the evaluation system is

Satisfaction of Evaluators: The beliefs of employees in terms of performance evaluation on how sufficient they think the managers are, who are currently the evaluators of their employees.

Expected Benefits: The benefits, which are expected from the evaluation system in the institutions by the employees

Efficacy: The perceptions of employees; on the extent to which they believe the available evaluation system is for the institution.

General Satisfaction: The general satisfaction perceived by the employees on the available evaluation system

In our study, 8 perceptions described in the efficacy model of performance evaluation system and prepared by Çakmak (2005) in order to determine the perceptions of employees and managers on the performance evaluation system. Minnesota Job Satisfaction Scale is used to determine the levels of job satisfaction and commitment scale proposed by Meyer and Allen (1991) is used to determine the levels of organizational commitment.

The purpose of this study is to examine the correlation between job satisfaction and organizational commitment with the perceptions on performance evaluation system by the employees and managers. Also, it is revealed in this study, which correlations there are between job satisfaction and organizational commitment; and the differentiation levels in terms of job status (employee-manager) for various dimension of performance evaluation system. The research model prepared for this purpose is given in Figure 1.

There are 26 hypotheses in the framework of this study in order to test the differentiation in the perceptions of performance evaluation system in terms of job status (H1-H8); to test the differentiation in job satisfaction (H9) and organizational commitment (H10) in terms of job status; and to test the correlations between job satisfaction (H11-H18) and organizational commitment (H19-H26) in the perceptions of performance evaluation system.

H1: Perceptions of effective application differ in terms of job status.

H2: Perceptions of system knowledge differ in terms of job status.

H3: Perceptions of participation differ in terms of job status.

H4: Perceptions of justice differ in terms of job status.

H5: Perceptions of satisfaction of evaluators differ in terms of job status.

H6: Perceptions of expected benefit differ in terms of job status.

H7: Perceptions of efficacy differ in terms of job status.

H8: Perceptions of general satisfaction differ in terms of job status.

H9: Levels of job satisfaction differ in terms of job status.

H10: Levels of organizational commitment differ in terms of job status.

H11: There is a correlation between the perceptions of effective application and job satisfaction.

H12: There is a correlation between the perceptions of system knowledge and job satisfaction.

H13: There is a correlation between the perceptions of participation and job satisfaction.

H14: There is a correlation between the perceptions of justice and job satisfaction.

H15: There is a correlation between the perceptions of satisfaction of evaluators and job satisfaction.

H16: There is a correlation between the perceptions of expected benefits and job satisfaction

H17: There is a correlation between the perceptions of efficacy and job satisfaction

H18: There is a correlation between the perceptions of general satisfaction and job satisfaction.

H19: There is a correlation between the perceptions of effective application and organizational commitment.

H20: There is a correlation between the perceptions of system knowledge and organizational commitment.

H21: There is a correlation between the perceptions of participation and organizational commitment.

H22: There is a correlation between the perceptions of justice and organizational commitment.

H23: There is a correlation between the perceptions of satisfaction of evaluators and organizational commitment.

H24: There is a correlation between the perceptions of expected benefits and organizational commitment.

H25: There is a correlation between the perceptions of efficacy and organizational commitment.

H26: There is a correlation between the perceptions of general satisfaction and organizational commitment.

2. MATERIALS AND METHODS

The method of field study is used in this research and survey technique is preferred to obtain data. The survey forms are compiled in terms of the research purposes after going through all studies previously conducted to see perceptions of performance, job satisfaction and organizational commitment. In the survey, which is consisted of four main parts, the first part is prepared by Çakmak (2005) basing on the survey questions, which is applied at a public institution and compiled by a thorough literature review by taking psychometric and theoretical principles into consideration in order to examine the efficacy of performance evaluation system from an evaluating and assessing points of view. Therefore, some modifications have been made to increase the understandability of the application, however nothing is changed in the content of the questions in this process.

In this view, 4 items are used to measure the perception of effective application, 11 for system knowledge; 9 for perception of participation; 12 for perception of justice; 9 for perception of satisfaction of evaluator; 7 for perception of expected benefits, 1 for perception of efficacy and 4 for perception of general satisfaction. There are 57 questions in the first part for the employees. In the second part of the survey, a short form of 20 questions by Minnesota Job Satisfaction Scale is used to determine the job satisfaction levels of the employees. In the third part of the survey, a three dimensional organizational commitment scale developed by Meyer and Allen (1991) is used to determine the organizational commitment of employees. In this organizational commitment scale, which is consisted of 18 questions, the first six items are preferred to see emotional commitment, the second six items for continual commitment and the last six items for normative commitment. In the fourth part of the survey, there are 14 items prepared by the researchers to determine the demographic characteristics of participants. 5-item Likert type scale is used to see the levels of participation in survey questions.

The population of the study involves 200 people selected by random among the personnel in three textile factories, currently operating in Turkey. No names are used on the demand of the relevant institutions. As a means of measurement, the surveys are applied by face-to-face interviews in the first week of March, 2012. However, the forms determined to be void in a subsequent examination of the surveys, are cancelled. Hence, a group of 191 people is reached in the study (157 employees and 34 managers). There is no other limitation in the study than selecting only a group of people by random in three textile factories. The significance level is determined to be 0.05 in the study. The packet program SPSS 16.0 is used to code and decode the data obtained from this study and appropriate statistical analyses are used to test the hypotheses.

Before applying the surveys to the personnel, they are corrected or edited when needed by consulting an advisor. Then, the surveys are tested in terms of its reliability if the answers of participants are coherent. Therefore, the survey is applied to a pilot group, consisting of 10 managers and 30 employees, selected by random among the institutions of this application, and the answers are measured if they are coherent to each other. Some questions, which require demographic information and limit the perceptions in this process, are turned into open-ended questions. Therefore, the reliability coefficient of the survey is calculated as 0.85 (Cronbach Alpha Value). This number indicates that the results of the study are reliable at a sufficient level. Separate Cronbach Alpha values are calculated for three parts, except for the one involving the demographic characteristics in the survey form and they are shown in Table 1.

3. FINDINGS

Table 2 indicates some information on the demographic characteristics of participants in the study.

Independent Samples T-Test is used to test to see the difference between the perceptions of employees and managers at all levels in this study in terms of their job status. The findings gathered are given in Table 3. According to these results, no significant difference is observed in terms of job status at any of these perceptions of performance evaluation. Therefore, the hypotheses called H1, H2, H3, H4, H5, H6, H7 and H8 are all refuted.

Independent Samples T-Test is used to test to see the difference in job satisfaction levels of the participants in this study in terms of their job status. The findings gathered are given in Table 4. According to the analysis results, the average levels of job satisfaction are very close when the employees and managers are separately examined. There is no significant difference between job satisfaction and job status on 0.05 significance level. Therefore, the hypothesis called H9 is refuted.

Independent Samples T-Test is used to test to see the difference in organizational commitment of the participants in this study in terms of their job status. The findings gathered are given in Table 5. According to the analysis results, there is a significant difference between job status and organizational commitment. It is seen that the organizational commitment of managers is ($\bar{X}=3.85$), which is higher than the employees with ($\bar{X}=3.49$). Therefore, the hypothesis called H10 is accepted.

Correlation Analysis is used in the study to determine the correlations between job satisfaction and organizational commitment of the employees with their perceptions of evaluation. The data obtained are given in Table 6. Therefore, it is seen that there is a low level negative and significant correlation between perception of efficacy and job satisfaction ($r=-0.144$, $p=0.048$). It is claimed that the more perception of efficacy, the less job satisfaction (Hypothesis 17 accepted). It is seen that there is a significant correlation between job satisfaction and perceptions of general satisfaction and effective application (Hypotheses 11 and 18 refuted). It is seen that there is a low level positive and significant correlation between system knowledge perceived and job satisfaction ($r=0.159$, $p=0.048$). It is claimed that the more the system knowledge, the more job satisfaction (Hypothesis 12 accepted). It is seen that there is a low level positive and significant correlation between perception of participation and job satisfaction ($r=0.174$, $p=0.016$). Therefore, it is seen that the more perceptions of participation, the more job satisfaction (Hypothesis 13 accepted). It is seen that there is a low level positive and significant correlation between perception of justice and job satisfaction ($r=0.157$, $p=0.030$). Therefore the more perception of justice, the more job satisfaction (Hypothesis 14 accepted). It is seen that there is a low level positive and significant correlation between perception of satisfaction of evaluator and job satisfaction ($r=0.190$, $p=0.008$). It is claimed that the more perceptions of satisfaction of evaluators, the more job satisfaction (Hypothesis 15 accepted). It is seen that there is a medium level positive and significant correlation between perception of expected benefits and job satisfaction ($r=0.250$, $p=0.005$). Therefore, it is claimed that the more perceptions of expected benefits, the more job satisfaction (Hypothesis 16 accepted).

According to the data in Table 6, there is no significant correlation between organizational commitment and the perceptions of effective application, system knowledge, participation and efficacy (Hypotheses H19, H20, H21 and H25 refuted). It is seen that there is a low level positive and significant correlation between perception of general satisfaction and organizational commitment ($r=0.155$, $p=0.032$). Therefore the more perceptions of general satisfaction, the more organizational commitment (Hypothesis 26 accepted). It is seen that there is a low level positive and significant correlation between perception of justice and organizational commitment ($r=0.119$, $p=0.102$). Therefore, it is claimed that the more perceptions of justice, the more organizational commitment (Hypothesis 22 accepted). It is seen that there is a low level positive and significant correlation between perception of satisfaction of evaluator and organizational commitment ($r=0.152$, $p=0.036$). Therefore, it is claimed that the more perceptions of satisfaction of evaluator, the more organizational commitment (Hypothesis 23 accepted). It is seen that there is a low level positive and significant correlation between perception of expected benefits and organizational commitment ($r=0.159$, $p=0.028$). Therefore, it is claimed that the more perceptions of expected benefits, the more organizational commitment (Hypothesis 24 accepted).

4. CONCLUSION

The examination of perceptions on performance evaluation system by employees and managers in terms of job satisfaction and organizational commitment will present very significant data for strategic management board. Therefore, these surveys are prepared and applied to the employees and managers at three textile factories currently operation in Turkey. There are 26 hypotheses developed in order to reveal the results of the study in a clear way. 8 of these hypotheses are to examine the differentiation levels of perceptions on performance

evaluations in terms of job status (employee – manager); 1 of them is to examine the differentiation levels of job satisfaction in terms of job status; 1 of them is to examine the differentiation levels of organizational commitment in terms of job status; 8 of them to examine the differentiation levels of perceptions on performance evaluations in terms of job satisfaction; and 8 of them to examine the differentiation levels of perceptions on performance evaluations in terms of organizational commitment. When the data obtained from this study are evaluated, it is seen that there is no differentiation in these 8 perceptions on performance evaluation system in terms of job status; no significant correlation between job status and job satisfaction; and a higher rate of organizational commitment for managers than employees. Besides, it is also seen that the perceptions of system knowledge, participation, justice and efficacy affect the job satisfaction; the perceptions of general satisfaction affect the organizational commitment; the perceptions of satisfaction of evaluators and expected benefits affect both job satisfaction and organizational commitment to a significant extent.

This study is important to reveal the effects of the perceptions of performance evaluation systems on job satisfaction and organizational commitment and the differentiations in terms of job status. There is no other limitation in this study than selecting only three textile factories and applying these surveys to a group of personnel in these factories by random. Future studies may increase the number of institutions to see the general perception in textile sector. In addition, the method developed in this study may also be used for institutions in other sectors.

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Figures and Tables

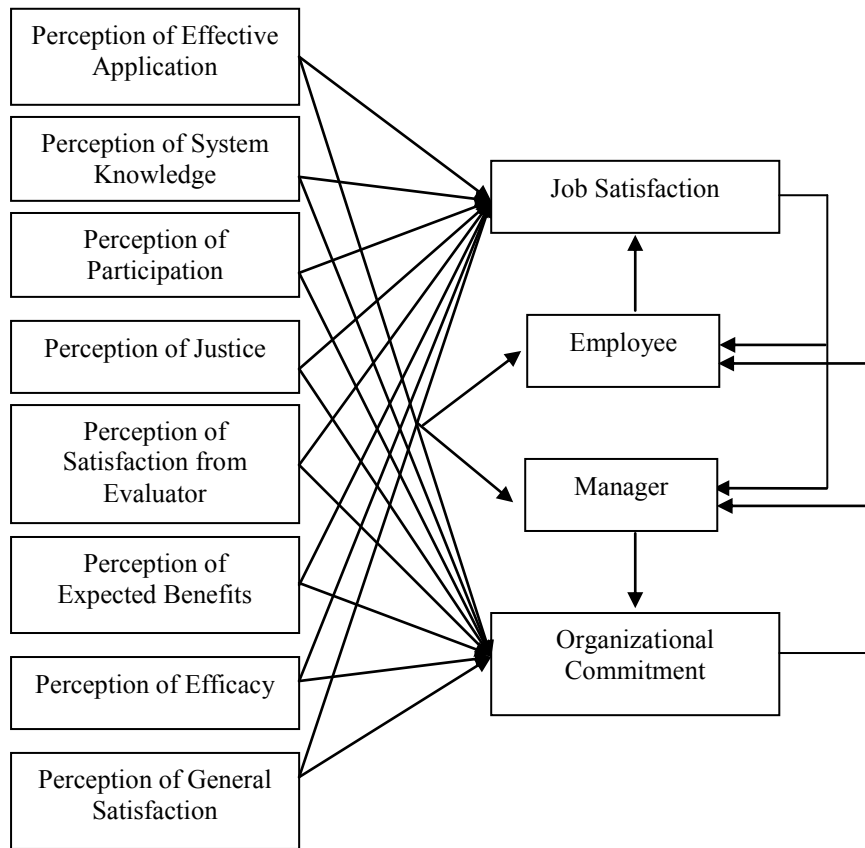


Figure 1. The Model of the Study

<i>Survey Parts</i>	<i>Cronbach Alpha Reliability Coefficient</i>
Perception of Performance	0.84
Job Satisfaction	0.86
Organizational Commitment	0.85
All Scale	0.85

Table 1. Reliability Coefficients

<i>Demographic Characteristics</i>	<i>n</i>	<i>%</i>	<i>Demographic Characteristics</i>	<i>n</i>	<i>%</i>
Gender			Job Position		
Male	76	39.8	Employee	157	82.2
Female	115	60.2	Manager	34	17.8
Total	191	100.0	Total	191	100.0
Marital Status			Age		
Married	103	53.9	18-25	93	48.7
Single	88	46.1	26-35	59	30.9
Total	191	100.0	36-49	39	20.4
Education			Total	191	100.0
Primary	74	38.7	Working Years in the Institution		
Secondary	100	52.4	Less than a year	104	54.5
Two-Year	7	3.7	1-3 years	28	14.7
Undergraduate	10	5.2	4-7 years	33	17.3
Total	191	100.0	8-11 years	20	10.5
Experience in the sector			12 years of above	6	3.1
Less than a year	92	48.2	Total	191	100.0
1-3 years	36	18.8	Education on Performance Management (Planning, Assessment, Evaluation, Development, etc.)		
4-7 years	28	14.7	Yes	73	38.2
8-11 years	22	11.5	No	118	61.8
12 years or above	13	6.8	Total	191	100.0
Total	191	100.0			
Expectancy for Frequency of Performance Evaluation					
Once a month	114	59.7			
Once in three months	28	14.2			
Once in six months	27	14.1			
Once a year	4	2.1			
Irregular periods	18	9.4			
Total	191	100.0			

Table 2. Demographic Characteristics of Participants in the Study

<i>Perception of Performance Evaluation</i>	<i>Job Status</i>	<i>n</i>	\bar{X}	<i>t</i>	<i>p</i>
Effective Application	Employee	157	3.68	-0.684	0.495
	Manager	34	3.79		
System Knowledge	Employee	157	3.57	-1.703	0.090
	Manager	34	3.82		
Participation	Employee	157	3.44	-0.955	0.341
	Manager	34	3.59		
Justice	Employee	157	3.78	1.183	0.238
	Manager	34	3.58		
Satisfaction of Evaluator	Employee	157	3.91	1.296	0.197
	Manager	34	3.71		
Expected Benefits	Employee	154	3.77	1.423	0.156
	Manager	34	3.51		
Efficacy	Employee	157	2.98	1.922	0.056
	Manager	34	2.44		
General Satisfaction	Employee	157	3.96	1.012	0.313
	Manager	34	3.58		

Table 3. The correlation between the perception of performance evaluation and job status

<i>Job Status</i>	<i>n</i>	\bar{X}	<i>t</i>	<i>p</i>
Employee	157	3.57	0.069	0.945
Manager	34	3.56		

Table 4. The correlation between job status and job satisfaction

<i>Job Status</i>	<i>n</i>	\bar{X}	<i>t</i>	<i>p</i>
Employee	157	3.49		
Manager	34	3.85	-2.612	0.012*

* p<0.05

Table 5. The correlation between job status and organizational commitment

<i>Perceptions of Performance Evaluation</i>	<i>Correlation Analysis</i>	<i>Job Satisfaction</i>	<i>Organizational Commitment</i>
Effective Application	Spearman's rho	.011	-.043
	P	0.875	0.555
	N	191	191
System Knowledge	Spearman's rho	.159	.060
	P	0.028*	0.413
	N	191	191
Participation	Spearman's rho	.174	.139
	P	0.016*	0.055
	N	191	191
Justice	Spearman's rho	.157	.119
	P	0.030*	0.102
	N	191	191
Satisfaction of Evaluator	Spearman's rho	.190	.152
	P	0.008**	0.036*
	N	191	191
Expected Benefits	Spearman's rho	.250	.159
	P	0.005**	0.028*
	N	191	191
Efficacy	Spearman's rho	-.144	-.069
	P	0.048*	0.346
	N	191	191
General Satisfaction	Spearman's rho	-.139	.155
	P	0.054	0.032*
	N	191	191

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

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

Table 6. The correlation between job satisfaction and organizational commitment with the perceptions of performance evaluation