



A STUDY ON THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE- WITH REFERENCE TO MIDDLE LEVEL MANAGERS IN MANUFACTURING INDUSTRIES

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Abstract

The performance of the workers in the organization is the deciding factor of the success of any organization. In turn, this performance can be improved by enhancing the level of organizational commitment among the employees. Human resources help an organization to achieve the competitive advantage. In this context, organizational commitment had been defined as the employee's identification of himself/herself as one with the organization. They also show their willingness to take active part in the activities of the organization. The commitment of the employees results in positive outcomes for both the employer and the employee. The present study is an attempt to examine the influence of organizational commitment on the job performance of the middle level manager in manufacturing industries who were selected as the sample population through simple random sampling. Questionnaires were distributed to the sample population to collect the data needed for the study and regression was performed to analyze the data. Analysis of the data show that significant relationship exist between organizational commitment and job performance.

Keywords: Organizational Commitment, Job Performance

Introduction

The term organizational commitment refers to the psychology of the organizational members towards their oneness with the organization where they are working. The level of OC (organizational commitment) is seen to be higher among the employees who are involved actively in the decision-making process of the organization by the management. This is so because the involvement of the employees by the management makes them to feel that they are given importance in the organization and as a result their commitment level increases. It is a general concept that the individuals show commitment towards things that facilitates to shape their personality. OC (Organisational commitment), in short, is the link or bond amidst the employer and the employee within the organization. To be clear, the committed employees have the feeling of being connected with the entity they are working in. they also have the feeling that they are fit to be placed in the organization and also have the feeling of awareness about the objectives of the organization.

Motowidlo, Borman, & Schmidt (1997) have stated that job performance is the expectation of the organization from the behaviors of the employees over a specified period of time. Job performance is all about the level of activities carried out by the workers in their job. The organizations need to understand the impact of job performance in their business activities. The poor performance of an employee spoils the entire functioning of the business. On the other hand, the employees who perform better in the organization help to improve the morale of the organization. In short, job performance is regarding how efficiently the employee executes his/her duties in the organization. Job performance of the employee is influenced by the training given by the organization to the employees, employee's natural abilities, demanding works in the organization given to them in the workplace, level of stress, morae of the employees and extended working time. Job performance is negatively affected by the bad working conditions and stress factors which consequently affects the health conditions of the employees.

Statement of problem

The current world of organizational environment is filled with uncertainty and is also not stable. The individual as well as organizational goals can-not be accomplished without ant hinderance in this competitive and unpredictable world. In order to reduce the risk of uncertainty and also to ensure success, the organizations have to recruit personnel who tend to be committed, confident and engaged in the work assigned to them for easy achievement of the expected results.

Objectives

The purpose of this paper is to explore the relation between the employee's organizational commitment and their performance in job.

Review of literature

Rafiei, Mojtaba et al., (2014) had studied the effect of organizational commitment on job performance of the employees. The aim of this paper was to analyze the impact of the three elements of organizational commitment (normative, affective and continuance) on the performance of the employees. The authors had done this study among the employees of the



department of social and labor welfare and cooperatives in the province of Markazi. The sample size of the study was 244. The respondents were selected using the single stage method of cluster sampling. Questionnaire was employed to gather the data for the study. The data analysis for the study was done using SEM. The findings of the study showed that job performance was positively affected by the organizational commitment. Further, the authors had also found that all the three elements of commitment were optimistically related with job performance of the employees.

Rustamadji, Rustamadji & Omar, Che (2019) had reviewed the impact of organizational commitment and strategic management on the work achievement of the employees. The study was conducted among the staffs of the Muhammadiyah University in Indonesia. The sample population of the study was selected using the probability of cluster sampling and the sample size was determined at 386. The information for the analysis of the study was done using a questionnaire and the analysis was performed using regression in SPSS 21. The results showed that job performance was affected by the organizational commitment and strategic management.

Ahmad Bemisal Durrani et al., (2019) had reviewed the effect of organizational commitment on the job performance and job satisfaction of the employees in Pakistan. The authors had done an empirical study. Apart from finding the relation between the variables of the study, the authors also attempted to extend their research in other forms of organization too. Questionnaire was the data collection instrument and the sample size were fixed at 133 employees of three commercial banks in Multan district which were randomly selected banks. The outcomes of the study were arrived at by performing regression. The findings showed a positive relation between job performance, job satisfaction and organizational commitment.

Anis Eliyana (2019) had done a study regarding the effect of transformational leadership on organizational commitment and the employee's performance. The study was done to examine the commitment level and its effect on the performance among the managers at the middle level. The study was carried out in Pelabuhan Indonesia III Inc. the sample size of the study was 30 and they were given questionnaires to collect the data needed for the study. The analysis of the collected data was done by using the SEM model as retrieved from the PLS package so as to acquire proper results. The findings showed that there is an impact of transformational leadership on the employee's job satisfaction and commitment. It was also found that transformational leadership did not have any direct impact on the performance of the employees.

Feri Arif Novan Telaumbanua et al., (2019) examined the impact of motivation, organizational commitment and job satisfaction on the performance of the employees. The study was done among the employees of Prof. DR. Muhammad Ildrem Mental Hospital. The research design of the study was descriptive and primary data was used for the study. The sample population of the study was the medical employees numbering to 39. The respondents were selected through the method of saturated sampling and the data was collected through questionnaires. Multiple linear regressions were performed to analyse the collected data. The findings showed partial influence of job satisfaction and organizational commitment on employee performance. On the other hand, the performance of the employees was not impacted by motivation.

Research Methodology

The present study is an attempt to examine the influence of organizational commitment on the job performance of the middle level manager in manufacturing industries who were selected as the sample population through simple random sampling. Questionnaires were distributed to the sample population to collect the data needed for the study and regression was performed to analyze the data. Organisational commitment scale adopted from Meyer J and Allen N (1997).

Analysis and Interpretation

R	R Square	Adjusted R Square	F	Sig.
.935(a)	.874	.865	99.234	.000(a)

a Predictor: (Constant), organisational commitment

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		



(Constant)	.197	.139		1.417	.160
My co-workers are good at their jobs.	-.027	.063	-.031	-.426	.671
I believe my colleague in the organization can do their jobs properly.	.275	.047	.383	5.864	.000
My colleagues do not know how to do their jobs well except they are supervised.	.341	.035	.435	9.643	.000
We do not lie against each other in my organization.	.090	.034	.118	2.621	.010
I believe my colleagues will tell the truth about me when they are asked.	.059	.050	.077	1.196	.235
We tell the truth about issues in my firm.	.083	.056	.157	1.487	.140
We care for each other in my organization.	.132	.043	.254	3.080	.003

a Dependent Variable: work performance

In this study focus was made on the seven predictors of the study. Findings show that every statement of organizational commitment factors was significant. The above table revealed a positive coefficient, which means that among all statements of organizational commitment, except two statements all other statements were seen to have an influence on the work performance of employees. The coefficient value, R^2 , was found to be 0.874 through multiple regression, which shows that 87.4% of the independent variables had an influence on the work performance of the employees.

Conclusion

In order to examine whether the value of coefficient (R^2) is significant or not, ANOVA was executed. The F value so got was 99.234 which means $p < 0.000$. This finding shows that there was a significant relation between the dependent and the independent variable. It was also reported that organisational commitment was seen to predict job performance.

The better performance and success of the worker. One among such factor is the organizational commitment towards the work. It is an effort put in by a person to recognize his/her engagement within the organization. It involves the feeling of oneness with the organization. It is the utmost responsibility of everyone in the organization to exhibit commitment towards their job. This is because, absence of commitment in work leads to failure of the organization or the goals of the company will not be accomplished properly. The commitment of the employees is very essential as it makes the employees to feel responsible for the work done by them. Committed employees have the tendency to perform optimally, spend time, put in extra efforts and creativity in work in accordance with the expectation of the organization.

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