

Employee Commitment on Organizational Performance



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Abstract: Employee commitment plays the major part in the growth of the organization performance. Many organizations want to increase their performance. The employee commitment will boost the employee's performance in the organization. The behavior of commitment changes can be occurred in the job satisfaction, motivation and job involvement. The data was collected by 100 employees are working in machine tools manufacturing industry in Vellore, Tamil Nadu, India. The consisting of items in Questionnaire are adopted from the previous researches was used in primary data collection. The correlations method by SPSS was conducted. In this article found that employees commitment have positive related in organizational performance. The employee commitment have positively related in the job satisfaction, motivation and job involvement. The organization needs to give more important to increase the employee's commitment for high level performance.

Keywords: Employees commitment, Job Satisfaction, Motivation, Job Involvement, Organizational performance.

I. INTRODUCTION

Nowadays employee commitment is necessary for every organization in order to have extraordinary performance for long term basis. Presently the employees want to give their outstanding performance individual as well as in the team work. Those things prove that increase the employees commitment level that actually increase the organization performance (Peace, 2014). However, employees would also want to be the part of the organization which provides a good income, secure job and opportunity for development. When employees are lack in commitment which make the organization to loss the most proficient employees and in the competitive market. The employees who have high commitment they will contribute their energy and time to achieved the organization goals and values (Hunjra, 2010). Therefore the organization needs to develop the commitment of the employee by adopting the finest methods for employee retention. Some of the methods are like having the positive organization attitudes such as job satisfaction and job involvement (Jain, 2009). In additional, having the motivation, involvement and commitment workforce is considered as the main and success asset for the organization.

If the organization making the employees to motivated, with satisfied, with commitment and have involvement will leads to increase the productivity and decrease the turnover rates (Ayman, 2017). Therefore the organization needs to understand the important of the employee commitment for better performance. This article deals to find the commitment of the employees on organization performance and focused to identify how employee's commitment will increase the organization performance. And also find how job satisfaction, motivation and job involvement influence or increase the employee commitment.

1.1 STATEMENT OF THE PROBLEM:

In this generation, the organization desires to find many ways to increase their performance. One of the ways to increase the employee performance by the job characteristics need to contribute by employee motivation, satisfaction and commitment of the employees (Ngari, 2018). Therefore, the organization needs to focus on their human resource, knowledge management and information system resources for recognition in their fundamental process for the success towards competitor (Altamony, 2012).

1.2 OBJECTIVES OF THE ARTICLE:

The specific objectives of this article are given below.

1. To find the effect of employee commitment in relational on Job satisfaction.
2. To find that the motivation improve the employee's commitment?
3. To examine whether employee's commitment determine organization performance.
4. To find that the job involvement affect the employee's commitment?

II. LITERATURE

2.1 EMPLOYEE COMMITMENT:

Employee commitment it is an attachment where the employee has for their own organization from their experiences. It will indicate the level of satisfaction, and engagement among employees. It is also a crucial to assess employee commitment since it is a key element in organizational success. The commitment is defined as the steady strength which is acts to retain the behavioral move toward in the fairness conditions and the psychological condition of the commitment are the bonds of individual towards organization (Allen, 1990).

Manuscript published on November 30, 2019.

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2.2 ORGANIZATION PERFORMANCE:

The organization is a part of the global economic system which is responsible for the marketing system, changing resources, competitor and demands of the external systems. The organization needs the ability to survival only by giving higher performance. Therefore organization performance is need to measure for the well of organization success. In general terms, organization performance was refers the transformation of the inputs into the outputs for achieving the desire or certain outcomes. The performance was have the relation between the minimum and the effective cost, effective cost and maximum output and output and achieved outcomes (Meyer, 2006). Therefore the organization performance is the result of the employees experience and their commitment (Argyris, 1964). The employees are committed to their work will give the better performance.

2.3 JOB SATISFACTION:

Job satisfaction are to find the employees' happiness in their job, whether they love it or not, such as the environment of their job. According to the researcher the job satisfaction was an important learning which helps to understand the employee's level of satisfaction within the organization. The behavior will influence the function of the organization (Yucel, 2012). The purpose in the organization was influence by the facets such as organization productivity, employee's loyalty and employee's absenteeism of the employees (Maria, 2018). When the employees have the satisfaction with the organization they will have the commitment and that increase the productivity.

2.4 MOTIVATION:

Motivation refers to the needs and wants which that directed towards the goal. The motivation it is the road map which helps to minimize physical effort and maximized the pleasure. The motivation is the main aspects to increase the employee commitment which make the employees to have excitement in their work which give the high benefits to the organization. The motivation will give the employees to have trust within the organization and make employees better performance (Ali, 2016). According to Greenberg (2000) the motivation can be increase by giving not only the promotion, etc but also the gratitude to the employees also important. When the employees are motivated that will increase the commitment and performance in the organization.

2.5 JOB INVOLVEMENT:

The job involvement is refers that how employees recognize their jobs in related with the working environment and how their job and life are combined. The job involvement can also be said as a psychological form of the employees is preoccupied within, concerned and engaged with their present job (Paullay, 1994). Job involvement defined as a type of the attitude towards how much the important was given to their work (Brown, 1996). The job involvement is highly affect the working environment and the meaningful working experience, and have the control in their work by maintain the clear set of the norms and valued feedback in completed work and have proper support relations with organization (Brown,1996). The job involvement has the high relation in the employee commitment and organization performance

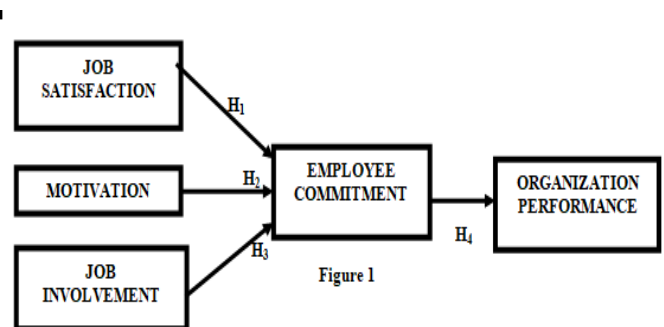
EMPLOYEE COMMITMENT ON ORGANIZATION PERFORMANCE:

Building organization commitment is the one of the main part of the organization growth and development. The performance of employees will increase from commitment employees. The contribution of the commitment in two processes: focus of commitment, the individuals and groups to whom an employee is attached, and in the bases of commitment, the motives creating attachment was examined by (Becker, 1992). The appraisal was conduct and found that commitment of the management, manager, and work group were important in the determinants the job satisfaction, determined to quit, and social organizational behaviors over and overhead commitment to an organization. (Jennifer, 2010) examine to find whether or not there is a major relationship between job satisfaction, perceived organizational support, job involvement and organizational commitment among educators sectors. The finding shows that there was a major connection between organizational commitment job satisfaction and job involvement. The organization performance of employees, increase employees' motivation then employees have high committed in the employees will give the more productive in organization and employee's commitment is important for the success of the organization and it will ultimately increase on the whole performance of the organization by (Ngari, 2018). Employee's commitment it may consider or used as the instruments for measure the performance in the organization.

2.6 THEORETICAL FRAMEWORK:

The theoretical framework refers by the theory that researcher decide them in their research. Therefore, the theoretical framework is the theoretical use, or concepts that are derived from the theory, it refers to the justification in the event or in the particular research problem. This research is based on the (Figure 1) framework.

This theoretical framework which explain the relationship between the Job satisfactions and Employee Commitment, Motivation and Employee Commitment, Job Involvement and Employee Commitment and Employee Commitment and Organization Performance.



2.7 RESEARCH HYPOTHESIS:

Based on the theoretical framework the hypothesis was formulated

H₁: There is the positive relationship between the job satisfaction and employee commitment.

H₂: There is the positive relationship between the motivation and employee commitment.

H₃: There is the positive relationship between the job involvement and employee commitment.

H₄: There is the positive relationship between the employee commitment and organization performance.

III. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN:

The descriptive research was adoptive in this research. The appraisal was conductive among the employees of different department of machine tools manufacturing industry in Vellore, Tamil Nadu, India.

3.2 POPULATION OF ARTICLE:

A total 100 employees was selected for this article. The sampling technique used was simple random sampling. The employees are from different department.

3.3 RESEARCH INSTRUMENT:

The research instrument was used as the questionnaire. The questionnaire had to collect the information. Demographic questions and Likert scale questions. The question is modified from the previous research. The employee commitment questions are from Allen and Meyer(1990). The job satisfaction questions are from Sue Hayday (2003). The motivation questions are from Curtis (2009) and Olawumi(2013). The job involvement questions are from Lodahl (1965). The organization performance questions are from Igella(2014).

3.4 DATA METHOD TECHNIQUE:

The data are examined using the frequency method. The hypothesis testing was tested by regression and person correlation coefficients. At the data was gathered and tested with the reliability. The reliability was measured by using cronbach alpha. The method was done by using SPSS VERSION 23. The correlation alpha for this research was shown in the below table I.

Table I: Reliability Statistics

Variable	Cronbach's Alpha
Employee commitment	.868
job satisfaction	.842
Motivation	.936
Job involvement	.845
Organization performance	.844
Overall reliability	.887

The reliability measured in cronbach alpha the value was .887 being accepted level in terms of research standards as shown in Table I.

FREQUENCY METHOD: The frequency method was done for the demography variables and there percentage was calculated are given in the below

Table II Demographic Profile

Demographics	Categories	Frequency	Per cent age (%)
Gender	Male	100	100
Age	Less than 25 years	26	26.0
	26-35 years	55	55.0
	36-45 years	15	15.0
	Above 46 years	4	4.0
Education qualification	Diploma	53	53.0
	UG	6	6.0
	PG	41	41.0
Income	Upto 10,000	3	3.0
	10,000-20,000	17	17.0
	20,000-30,000	41	41.0
	30,000-40,000	39	39.0
Experience	1-5 years	16	16.0
	6-10 years	51	51.0
	11-15 years	24	24.0
	16-20 years	9	9.0

Interpretation of the data:

In this table II shows the demographic variables of the respondent. In this the employees are all male 100 (100%). The age of respondent are 26(26.0%) are less than 25 years, 55(55.0%) are 26-35 years, 15(15.0%) are 36-45 years and 4 (4.0%) are above 40 years. The education qualification is 53(53.0%) are done diploma, 6(6.0%) are done UG and 41(41.0%) are done PG. The income of the respondent is 3(3.0%) are get up to Rs.10,000, 17(17.0%) are get Rs.10,000-20,000, 41(41.0%) are get Rs. 20,000-30,000 and 39(39.0%) are get Rs. 30,000-40,000. The experience of the employees is 16(16.0%) are less than 5 years, 51(51.0%) are 6-10 years, 24(24.0%) are 11-15 years and 9(9.0%) are 16-20 years.

PRESENTATION OF THE DESCRIPTIVE STATISTICS:

Table III Mean distribution of the respondent of the questionnaire statements

N	Questionnaire statement	Mean
Q 2	I enjoy discussing about my organization Outside	4.13
Q 3	I feel organization problem as my own problem	4.05
Q 5	Hard to leave organization even I want to	3.55
Q 6	My life will disrupt if I leave the organization	3.10



Q 7	I think people move one company to another often	3.61
Q 8	If I got another job I would not feel to leave organization	3.41
Q 1 0	I am satisfied with my current job	4.07
Q 1 1	I am noticed when I done good job	4.20
Q 1 4	I feel secure in my job	4.25
Q 1 5	Organization provide good wages	4.18
Q 1 7	I have more involvement in my job	4.24
Q 1 8	Now I have more ambition in my work	3.42
Q 1 9	Organization highlights on productivity	4.40
Q 2 0	Organization strong on loyalty	4.47

HYPOTHESIS TESTING: Table IV

Person Correlation between Variables.

Relationship	Correlation Coefficient (r)	Hypothesis Support
Job satisfaction – employee commitment(H ₁)	.332	Yes
Motivation – employee commitment (H ₂)	.407	Yes
Job involvement – employee commitment (H ₃)	.503	Yes
Employee commitment- organization performance(H ₄)	.601**	Yes

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

INTERPRETATION OF THE TEST HYPOTHESIS:

This article is to find the relationship between the employee commitment and organization performance, and also how the job satisfaction, motivation and job involvement related with employee commitment. The hypothesis was tested with person correlation which shows the direction of a relationship. The tested result was shows in the above table IV. The result show that there is positive relationship between job satisfaction and employee commitment (r=.332, p=0.01), there is the positive relationship between motivation and employee commitment (r=.407, p=0.01), there is the positive relationship between the job involvement and employee commitment (r=.503, p=0.01), hence the result

show that there is the positive relationship between the employee commitment and organizational performance.

IV. SUGGESTION AND FINDINGS

This article to revel the employee commitments and organizational performances relationship. And also find the bond between motivation, job satisfactions and job involvement with employee commitment. Therefore the hypothesis was tested to achieve in this article. The aim of this paper to identified the bond between Employee Commitment and Organization Performance the result show they have positive relationship. Therefore when the employee has the greater commitment it will maximize the organization performance (Khan, 2010) It was proved and the commitment will make the performance efficiency. Then second find the bond between the job satisfaction and employee commitment where the result show there was the positive relationship. Hence the job satisfaction will lead to the work efficiency and the productivity with the positive and desire values of the work. Having the commitment employees will retain and sharing their knowledge among them which leads to less turnover and high productive (Kanaan, 2013) Therefore the job satisfaction of the employees will increase the employee commitment and indirect increase the productive. The third find the bond between the motivation and employee commitment the result was positive. Therefore when the employee is motivated with good wages and recognition it increases the employee commitment (Curtis, 2009) which indirect increases the productive. Fourth find relationship between the job involvement and employee commitment the result show positive. Therefore when the employees have more involvement with their jobs their will reach the organization goals and the commitment was increased (Robbins, 2005) which leads to increase the productive.

V. CONCLUSION

This article to identify the effect in the organization performance with the employee commitment. And found that when the employees are having the greater commitment they will work for high level productive. It also found that the job involvement, motivation and job satisfaction have the positive influence on employee commitment. When employees are given high favorite by making them to join in decision making in organization they have the more involvement in work, they are motivated in work and have high job satisfaction it will make to increase the commitment that gives organizational growth. Therefore the employee is needed to treat as the organization assets for the organization production and their career growth as well.

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