



THE EFFECT OF THE ORGANIZATIONAL COMMITMENT ON THE JOB PERFORMANCE IN IRAQI EDUCATIONAL

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| Article history: | Abstract: |
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| Received: 1 st June 2022 Accepted: 1 st July 2022 Published: 4 th August 2022 | Employees' performance is critical to the success of any organization. Improving organizational commitment within employees is a crucial component of improving performance. The goal of this research is to see how Normative, Continuance and Affective organizational commitment affect employee performance. Using a single-stage cluster sampling, the research was conducted among 244 employees of Iraqi educational institutions. Data analysis was carried out using the structural equations modeling (SEM) method. The findings of this study show that organizational commitment possesses a considerable favorable impact on job performance. Moreover, the research found that all three aspects of organizational commitment, namely, Normative, Continuance, and Affective commitment, had a significant favorable effect on job performance. It was discovered that job performance was highly linked to employees' commitment, according to the research. |

Keywords: Organizational Commitment, Job Performance, Affective Commitment, Continuance Commitment, and Normative Commitment

1. INTRODUCTION

One of the most crucial aspects of multiple entities is the human element. It is the main engine of all its activities and an important source of its effectiveness due to its capabilities and knowledge commensurate with the nature of the work practiced by the institution. The individual in his organization, whenever his goals coincide with its goals, generates a strong desire to perform his work and maintain it and make a greater effort to stay in it, and this is evident in his job performance. His commitment increases whenever he is associated with him and reduces the presence of non-positive behaviors such as negligence, absence, neglect and other manifestations of non-commitment. Universities are these institutions that seek to achieve their goals and aspirations in accordance with contemporary trends. They contain a variety of administrative bodies, and there are a large number of individuals working according to their goals. Their goals may coincide with their goals within the scope of work, and it is evident through their commitment to the jobs entrusted to them. Commitment is an intangible behavior resulting from the individual's self that he touches in his actions and actions, which is reflected in his job performance.

Meyer and Allen (1990) proposed three types of organizational commitment. It includes affective commitment, which evaluates an employee's emotional connection to, recognition with, and participation in the organization. It also comprises normative commitment, which represents demands on an employee to stay with a firm as a consequence of firm responsibilities. Apart from that, continuance commitment indicates a commitment related to the costs that employees believe come with resigning from the company. Employee commitment can be an important tool for organizations to enhance their performance. According to Mercurio (2015). did a meta-analysis that included 51 empirical research and managed to link between job performance and organizational commitment. Apart from that, another research found that employees who were more committed were more likely to perform well and were less likely to abandon their positions (Budur,2018; Yahaya & Ebrahim, 2016). According to research done by Geneviciute- Janoniene and Endriulaitiene 2014), highly committed teachers surpass vis-à-vis uncommitted teachers. The effects of low/high commitment on an employee's job performance are the primary subject of this research.

According to Gunlu et al., (2010). commitment adds greatly to attaining organizational objectives and completing the job effectively across their incorporation into employment; additionally, the longer employees remain in them, the more exposure and capacity to operate they gain, which improves the organization's productivity and results to the social relations inside and outside work's growth.

The type of correlation between job performance and organizational commitment, according to Nazir and Islam, (2017), is a direct association. The greater the commitment, the higher the quality of the job tool. Performance is the final outcome of all activities carried out by employees within the organization. The organization is more stable and longer-lasting when the performance of its members is distinguished, as the majority of in-depth research on organizational commitment demonstrates a significant positive association between employees' performance and organizational commitment in its three aspects (normative, emotional, and continuous).

The employees' commitment to the organization is the single most important factor in its achievement. The approach regarding firmness and determination to achieve all work for the firm's benefit comprises a commitment to the organization, which is more than just an official registration (Hanaysha, 2016). Organizational commitment occurs when an employee is in alignment with a particular organization's desires and goals to persist as part of that organization (Budur, 2018). As Nikpour, (2017), an organization's performance is determined by how well it promotes human competencies and how well it inspires employee commitment.

The link between organizational commitment and job performance is one of the significant connections. The stronger the commitment, the higher the quality of the job tool. Performance is the final outcome of all the activities carried out by employees within the organization. The organization is more stable and longer-lasting when the performance of its members is distinguished, as most studies that in-depth indicate. There is a substantial positive association between organizational commitment in its three categories (normative, emotional, and continuous) and employee performance in organizational commitment. Performance excellence in doing business generates creativity, proficiency, and innovation among workers in the organization, which is reflected in the productivity of the organization. (Babalola, 2016).

2. Affective commitment

Affective commitment is defined as the affective willingness of employees in a company to keep working there since they identify with the organization (Sharma & Dhar, 2016). The extent to which an employee is conscious of the distinctive traits of science, namely the level of liberty and variety of talents, has an impact on this aspect. It is also influenced by the degree to which the employee feels that he is allowed to actively participate in decision making in the organizational environment in which he works, as well as the feedback he gets from supervision (Mercurio, 2015)

3. Continuance commitment

It indicates the return on investment that employees receive if they remain in the place in return for what they would lose if they left. It assumes that workers with a high degree of continuous commitment stay in employment since they are needed rather than because they want to remain. The continuance commitment of Khan et al., (2016). which is predicated on the idea of investments, is an organizational component. Employees who join a company are obligated to form a bond with it or are committed to staying with it due to a lack of different possibilities or understanding of the costs of quitting (Ribeiro, et al., 2018).

4. NORMATIVE COMMITMENT

It refers to a person's feeling of responsibility to stay with the organization, and this emotion frequently improves the organization's great assistance for its employees, enabling them to engage in and have good communications not only in the job execution process but also in establishing objectives, prepping, and formulating policy guidelines for the organization. The ethical personnel who behave in line with the specifications of morality and the common good are the proprietors of this attitude. Normative commitment is defined as commitment relying on a sense of responsibility to the organization, for instance, reciprocity rules (McCormick & Donohue, 2019). A sense of obligation to maintain working for the organization is shown in normative commitment. Individuals with a high degree of normative commitment believe they should stay in their existing organization (Donkor, 2021).

5. JOB PERFORMANCE

Performance is defined as the result of activities taken by employees using their abilities in a given environment (Hendri, 2019). Job performance has been researched as an essential parameter in organizational psychology and industrial study, according to Vijayan, (2017). According to Campbell et al. (1990), job performance is defined as behaviors that are carried out in accordance with the organization's goals. Employee performance, according to Dinc, (2017), is defined as the activities or fulfillment of assignments by persons within a particular time frame. Individuals' work, ingenuity, and devotion to maintaining commitment and standards when doing job responsibilities are referred to as performance (Platis et al., 2015).

7. ORGANIZATIONAL COMMITMENT

“A factor that ties a person to a path of action that is relevant to the purposes and aims of the recruiting organization” is the definition of organizational commitment (Mercurio, 2015). It is thought to be a “psychological bond between an employee and their organization, making it less probable for the person to depart freely” (Dias & Silva, 2016). Commitment, according to the Concise Oxford Dictionary, is “a commitment or participation that confines one’s liberty of action.” It is regarded as one of the most essential and crucial consequences of human resource management techniques. Employee commitment is regarded as a critical aspect in generating competitive results (Kaplan and Kaplan, 2018). According to their findings, organizational commitment is a three-dimensional approach. There was also a link between job performance and commitment (all three elements), according to the data.

RESEARCH MODEL

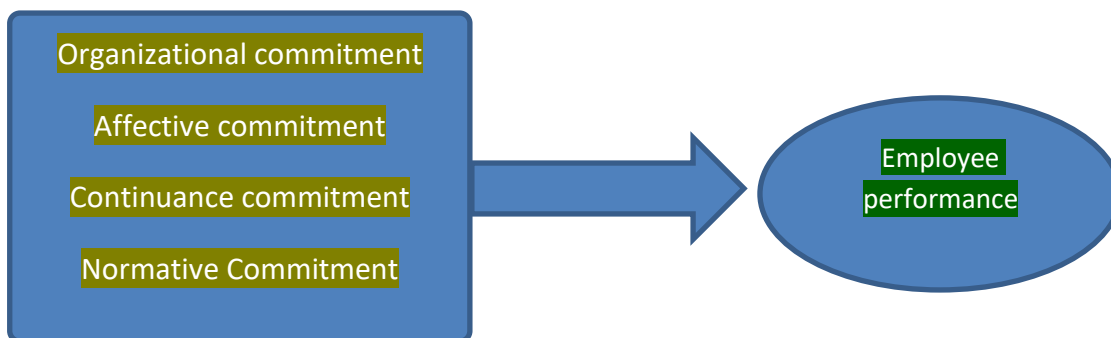


Figure Conceptual framework

1. Research Hypotheses

- H1. Organizational commitment has a significant positive effect on employee performance.*
- H2. Affective commitment has a significant positive effect on employee performance.*
- H3. Continuance commitment has a significant positive effect on employee performance.*
- H4. Normative commitment has a significant positive effect on employee performance.*

8. THE RESEARCH METHODOLOGY

The current research is used to achieve a specific purpose. Thus, the survey research method was used, and the descriptive statistical method was employed. The survey method, often known as field research, is an organized data collection strategy for discovering relationships between diverse parameters.

9. QUESTIONNAIRE’S RELIABILITY AND VALIDITY

The test’s content validity is generally determined by an expert. Allen and Meyer’s organizational commitment (1991) and Patterson’s (1990) job performance questionnaires were employed in this research table: 1

The Reliability Of Measuring Instruments

| Variable | Cronbach’s alpha | Guttman coefficient |
|---------------------------|------------------|---------------------|
| organizational commitment | 0.82 | 0.82 |
| job performance | 0.90 | 0.84 |
| Affective commitment | 0.88 | 0.74 |
| Continuance commitment | 0.77 | 0.72 |
| Normative Commitment | 0.78 | 0.75 |
| Total | 0.94 | 0.92 |

These questionnaires have been utilized in a number of investigations; thus, the measurement instruments employed in this research were thoroughly verified, and their validity was determined based on their content. This questionnaire’s validity has also been checked by faculty advisors and a number of persons. The Guttman spilt-half coefficient and Cronbach’s alpha were used to compute the reliability coefficients in this research (Table 1).

10. RESEARCH OUTCOMES

10.1. Normality test

The Kolmogorov-Smirnov test was employed to check the data distribution normality, and the findings are described in Table 2:

The results of Kolmogorov - Smirnov test

| | Kolmogorov-Smirnov Z | Significant level. |
|---------------------------|-----------------------------|---------------------------|
| Organizational commitment | 0.916 | 0.37 |
| Job performance | 1.344 | 0.052 |
| Affective commitment | 1.359 | 0.050 |
| Continuance commitment | 1.236 | 0.094 |
| Normative commitment | 1.338 | 0.056 |

As indicated in Table 2, the significance value for all variables was greater than the two-tailed threshold of 0.05, indicating that the normality assumption was 95% accepted.

10.2. STRUCTURAL EQUATION MODELS

10.2.1. Model 1

Table 3 and Fig. 2 show the results of the assessments of the impact of organizational commitment on employee performance

Fit indexes of model 1

| Index | P_value | χ^2/df | RMSEA | CFI | NFI | NNFI | GFI | IFI | RMR |
|------------------|---------|-------------|-------|------|-------|------|------|------|--------|
| Acceptable Value | <0.05 | <5 | <0.1 | <5 | > 0.9 | >0.9 | >0.9 | >0.9 | < 0.05 |
| Value | 0.00 | 1.49 | 0.046 | 0.93 | 0.95 | 0.97 | 0.91 | 0.94 | 0.031 |

10.2.2. Model 2

Table 4 and Figure 3 encapsulate the results of the assessments of affective commitment’s influence on employee performance

Fit indexes of model 2

| Index | P_value | χ^2/df | RMSEA | CFI | NFI | NNFI | GFI | IFI | RMR |
|------------------|---------|-------------|-------|------|-------|------|------|------|--------|
| Acceptable Value | <0.05 | <5 | <0.1 | <5 | > 0.9 | >0.9 | >0.9 | >0.9 | < 0.05 |
| Value | 0.00 | 0.48 | 0.046 | 0.96 | 0.95 | 0.98 | 0.94 | 0.96 | 0.048 |

10.2.3. Model 3

Table 5: summarise the results of the assessments of the impacts of continuance commitment on employee performance

Fit indexes of model 3

| Index | P_value | χ^2/df | RMSEA | CFI | NFI | NNFI | GFI | IFI | RMR |
|------------------|---------|-------------|-------|------|-------|------|------|------|--------|
| Acceptable Value | <0.05 | <5 | <0.1 | <5 | > 0.9 | >0.9 | >0.9 | >0.9 | < 0.05 |
| Value | 0.00 | 0.35 | 0.033 | 0.80 | 0.81 | 0.76 | 0.98 | 0.78 | 0.038 |

10.2.4. Model 4

Table 6 :show the results of the evaluations of normative commitment’s influence on employee performance.

Fit indexes of model 4

| Index | P_value | χ^2/df | RMSEA | CFI | NFI | NNFI | GFI | IFI | RMR |
|------------------|---------|-------------|-------|------|-------|------|------|------|--------|
| Acceptable Value | <0.05 | <5 | <0.1 | <5 | > 0.9 | >0.9 | >0.9 | >0.9 | < 0.05 |
| Value | 0.00 | 1.54 | 0.044 | 0.92 | 0.98 | 0.97 | 0.99 | 0.92 | 0.038 |

| Model | Path | coefficient | T-statistic | Results |
|-------|------|-------------|-------------|---------|
|-------|------|-------------|-------------|---------|

| | Direct effect | | |
|---|---------------|------|-------------|
| 1 | 0.45 | 5.70 | H1 accepted |
| 2 | 0.47 | 5.81 | H2 accepted |
| 3 | 0.48 | 5.78 | H3 accepted |
| 4 | 0.44 | 7.16 | H4 accepted |

11. CONCLUSIONS AND RECOMMENDATIONS

The role of organizational commitment had important effects on an employee’s performance in this organization, according to statistical results. According to the results, the cumulative impact of normative, continuance, affective, and commitments on employee job performance was highly beneficial. Employees with high commitment in all three aspects could perform greatly. These findings are consistent with prior research (e.g., Kaplan & Kaplan, 2018; Hendri, 2019; Vijayan, 2017), which demonstrated a favorable influence of three elements of organizational commitment on personnel performance in a variety of work environments. Nevertheless, the conclusions were in conflict with those of a few other scholars who had published their discoveries. Employees’ continuance commitment is inversely correlated with their performance. This means that by integrating individuals for affective commitment, adding sunk costs for employees who depart the organization for continuance commitment, and raising their obligation degree for creating normative commitment, the organization can get superior performance results. The study report calls on the organization’s policymakers and senior management to undertake steps to improve employee performance by increasing their level of commitment. Every organization strives for enhanced employee performance results. Thus this research identified three aspects of organizational commitment as essential factors that might help employees enhance their performance.

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