

IMPACT OF ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE: EVIDENCE FROM GOVERNMENT AND PRIVATE BANKS IN COLOMBO DISTRICT, SRI LANKA

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Abstract

Personnel properties are the most vital resource in any organization; it faces rapid challengers in the environment. Organizations need dedicated workers since there is a huge differentiation between the performance of dedicated work force and their counterparts. Thus, this research was carried out to evaluate the impact of organizational commitment (OC) on job performance (JP) both state and non-state banks in Colombo district. Three governments and three private banks in the district of Colombo were chosen as population and 288 were selected as samples for the study; data were possessed through the questionnaires. The results of the study revealed that a sturdy positive association between OC and JP is present and adjusted R^2 showing the value as 0.347. This specifies 35% of the variation in JP can be described by the OC. This suggest that OC significantly impact on JP. Further, it indicates that increased OC is associated with higher JP. The bank administrators can consider the OC to improve their employee's JP.

Keywords: Organizational commitment; job performance; state and private sector banks.

Introduction

Organizational commitment (OC) characterized a wider job stance, because it is relevant to the whole organization rather than just to the job. A high dedicated person will possibly see him or herself as a right associate of the company, overlook minor source of displeasure, and see she or he staying a member of the company (Reichheld, 1993). Consequently, the victory of the business depends on the capacity of the organization of sustaining dedicated employees. In a way, organizations are annoying to augment the employees' job performance (JP), since OC notably donates to JP. In turn, improved JP will lead to greater satisfaction and commitment. Further from a slighter standpoint, OC benefits organizations because of its effect on employees JP, employee turnover, and acceptance of organizational change by workers (Sareena Umma, & Rajee, 2022).

Diverse managerial scholars put the diverse definitions for the term JP. In line with JP is the net effect of a someone's endeavor as personalized by this abilities and qualities and by his role observation s (Lawler & Porter, 1967). It is a condition in which a worker identifies with an exacting organization and its purpose, and wishes to sustain connection with the company. In this universal globe, to attain the viable benefit, devoted workers are wanted for an organization. Any company can get easily the advance technology or machinery or even money as same as their competitors by their own attempt, but they can't begot committed employees simply, with the help of dedicated workers only, companies can vary from each other and can attain the viable benefit. So, successful administration should act to

boost the dedication and faithfulness of employees in an organization (Mowday, Steers & porter, 1979). Thus this study focused OC and JP of state and non-state Sri Lankan banks.

Problem Statement

In common expressions, OC is a powerful faith and recognition of the organizational aims and values; a readiness to put forth substantial effort on behalf of the organization, and a clear-cut aspiration to sustain organizational attachment (Chow, 1994). Also, according to Wager and Hollenbeck (2005) it is seen as the recognition with one's employer that includes the compliance to work on behalf of the firm and the intent to stay on the company for a comprehensive period of time. OC also refers to an emotional linkage between the member of staff and the organization and to formulate it less probably that the worker will happily leave the organization (Allen & Meyer, 1996). But, changes in the banking segment have led to the high level of ambiguity, threat and job uncertainty among workers there by affecting their level of OC. Economizing has almost become a way of life in the private and state banks as a way to cope with viable pressures as well as restructuring initiatives of the central bank of Sri Lanka. In continuous changing competitive globe victory of a firm depends on the JP of its labor force. OC is vital notion in an organization to boost the performance of human resources, based on that this study interestingly investigate "whether the JP of the banking sector employees determined by their commitment to the organization or not".

Research Questions

Based on the research problem on this study the researchers going to response the subsequent research questions as follows:

1. Is organizational commitment related with employees' job performance?
2. Does organizational commitment impact on employees' job performance?

Objectives of the Study

The following objectives are tried to achieve in this study.

1. To identify the association between OC and employees' JP,
2. To examine the impact of OC on employees' JP.

Literature Review

Organizational Commitment

OC is the comparative power of an individual's recognition with and attachment in an exacting organization (Porter & Smith, 1970). While, Sheldon (1971) define it is a feelings or orientation toward the organization which associations or attaches the identity of the person to the organization". According to Porter et al. (1974) OC is a sturdy faith in an organization's values and objectives, such that a worker wishes to maintain a part of the organization and is willing to spend extensive attempt for the organization. Meantime, dedication comes principally from understandable objectives, but can be further improved when people feel they can provide their ideas through contribution (Randolph & Ponser, 1988). Further it is a different concept that relates to a workers wish for to remain with an organization out of a sense of loyalty, expressive affection and financial need (Meyer et al., 1993). Furthermore, it is a situation in which a worker identifies with a particular organization and its goals, and desires to uphold attachment in the organization (Robins, 2003). Besides, OC focuses on people's attitudes in the direction of their organizations and extent to which an individual identifies and is involved with his or her organization and /or is unwilling to leave it. Moreover, Greenberg and Baron

(2008) says that concept of OC is worried with the level to which people are engaged with their organization and are attracted in remain contained by them.

OC is a continuing process throughout which organizational employees articulate their apprehension for the organization and its continued accomplishment and welfare. OC arises when the workers powerfully identify with the organization, have the same opinions with its objectives and value structures, and is enthusiastic to expand endeavor on behalf. But it would be unwise to view. Infected organizations are made up of a member faction with diverse plans and contradictory objectives, and dedication can be directed to specific aspect of the worker's understanding at work, for instance, the individuals' geographic spot, their division, section, or supplementary company, or a trade union (Makanna, 2002).

Organizational Commitment Components

Allen and Meyers (2004) constructed the three component model (TCM) of OC, which measures three forms of OC: affective commitment (AC), normative commitment (NC) and continuance commitment (CC). These three are characterized by three different mindsets of wish, responsibility and cost. It means workers with a strong AC (high ACs scores) stay in organization since they want to, those with strong NC (high NCs scores) stay in organization since they feel they have to and those with strong CC (high CCs scores) stay since they have to do so. More scholars evaluate OC in these three components.

Affective Commitment

AC is the employee's positive arousing attachment to the organization. An examination applicable to AC might express the subsequent feeling; "if the organization is good to me, I will be faithful and hardworking". It emerges that inherent job factors (e.g. Training assignments and personal autonomy) rather than extrinsic factors (e.g. Working conditions, remuneration, and supervision) are most prominent in fostering AC. The AC part of OC means to the employee's emotional attachment to, identification with, and involvement in, the organization and also most of the investigations undertaken in the area of OC and paying attention mostly on AC (Brunetto & Farr-Wharton, 2003). An employee, who is affectively devoted, powerfully identifies with the goals of the organization and wishes to stay a part of organization. This employee commits to the organization because they "want to". It is the power of people's wishes to go on working for an organization, because they consent with its fundamental goals and values.

Continuance Commitment

The second commitment is CC. The person obligates to the organization because they recognize high costs of losing organizational attachment (Becker's, 1960) including economic costs (pension) and social costs (friendship with peers) that would be incurred. The employees remain a member of the organization because they "have to". The longer people remain in their organizations; they stand to lose what they have invested in the organization over the years (e.g., retirement plans, close friendships). Many people are committed to staying on their jobs simply because they are unwilling to risk losing these things. Such individuals may be said to have a high degree of CC. Not sparingly, study has found that employee is less likely to depart jobs when lesser alternatives are there than when there are many other jobs to be found.

Normative Commitment

The third type is NC. The human being obligates to stay with an organization for the reason that of stance of compulsion. This mind-set may derive from many sources. For instance, the organization may have invested capital in training an employee who then feels an ethical compulsion to put forth effort on the job and stay with the organization to give the returns. It may also reflect an internalized rule,

developed before the person joins to the organization through family or other socialization processes, that one should be trustworthy to one's organization. The employee stays with the organization because they "ought to". People who have high degree of NC are deeply worried about who others would think of them for leaving. They are reluctant to disappoint their employers and are concerned that their follow workers may think inadequately of them for leaving the job.

The studies on NC are less due to the lack of empirical evidences but there are enough theoretical expansions (Allen & Meyer, 1991), NC is the association between workers and the companies (Bergman, 2006). The principle of NC is that the organization is enthusiastic to give incentives for workers (Wiener, 1982). Workers are subject to rigid strain imposed by society before they enter an organization. When workers trust that they can be rewarded by following social norms ((Allen & Meyer, 1991), workers will be willing to make NC. NC is an obligation to reside in the organization (Wiener, 1982) and also NC equally advantageous for both employees and organizations (Meyer et al., 2002).

Job Performance

The term "performance" not defines definitely so far but, different management specialists put the different definitions. Accordingly JP is how well (or poorly) workforce carry out their duties and responsibility compared to expectations of the organization (Donald et al., 2005), and it is the result of jobs which relate to the purposes of the organization such as; quality, effectiveness, efficiency and other criteria of Productivity (Donnelly & Inancevich, 1975). Also, it is the behaviors of organizational workforces that help the organization to meet its purposes. Further, it is the measure to which employees 'expectation of the organization as execute the required duties of their job. The measurement of JP may vary according to the job and construct, because it is a multi dimensional variable also it is varies depending on a variety of factors (Bates & Hotton, 1995). In line with "JP is the ability to fulfill duties specified by the organization by means of character, involved behaviors and produced outcomes which are appropriate to nature of work, knowledge and skills, achievement factors, adaptive factors, contents performance factors, job-oriented factors, and disciplinary factors within a given time and situation" (Sareena Umma, Kengatharan & Velnampy, 2021). Further to that Burmbach (1998) argues JP refers behaviors and results both together. Behaviors originate from the worker and change to performance from construct to action. Not just the instruments for results, behaviors are also outcomes in their own right. The product of psychological and bodily effort applied to tasks and can be judged attach from result.

Determinants of Job Performance

From an open point of view, OC benefits society due to the withdrawing in job development and the increment in public productivity and additionally work quality (sareena Umma & Rajee, 2022). JP is the ways of completing the task under the guidelines establish by the organization, and it is the level of input to organization success (Hafiz, 2017). Yeh and Hong (2012) argue that employee's performance appears in the quality and the quantity of the job, which means that the performance of the employees is similar to their productivity. Based on Liwei and Erdong (2011), individual JP is separated by two, one is the outcome of the persons and what they have done, and other one is the attitude of the person when they did their tasks. According to Motowidlo (2003), employee's JP is the activities that the organization expected of the employees when they doing the job. JP is how the employees understand the task, their ability to do it and how much they exert effort to complete it (Williams & Anderson, 1991). Employee's JP has numerous dimensions that have discussed by (Campbell 1990; and Campbell et al., 1993; Levy, 1993; Ramawickrama et al., 2019; Sareena Umma et al., 2021; Viswesvaran, 2001). In this study quality and quantity of the job, recruitment package, training and development, performance appraisal and compensation are considered as the dimensions of JP.

Organizational Commitment and Job Performance

Prior researches establish a dissimilar bond between OC with JP. Meyer et al. (2002) established AC and NC have the most powerful relationship with JP, whilst CC is not positively related with JP. Khan et al. (2010) concluded public and private sector employees in Pakistan with the sample of 153, recognized a positive relationship of OC with JP, but when they evaluated the impact of three dimensions of OC on JP, NC has the strongest impact on employee's JP. Further the three dimensions of OC have positive bond with JP (Memari et al., 2013). According to the findings of Tolentino (2013) AC and NC are higher levels for academic while CC is higher for the administrative personnel, also AC was found to be significantly related to the JP of the academic personnel. Another finding indicated the three dimensions of AC, CC and NC on JP of employee were significant. According to Rafiei, Amini and Foroozandeh (2014) the workers who had strong all three dimensions of commitment might achieve better JP.

The results from Chong and Law (2016) indicated that AC and NC have effects on overall job satisfaction. Overall job satisfaction and AC affect employees JP. Overall job satisfaction mediates the relationship between NC and AC with JP, while job satisfaction leads to OC of academic staff (Sareena Umma & Rajee, 2022). Another study found that three dimensions of OC are necessary factors for the improvement of JP among banking employees with 'r' value of 0.981, 0.932 and 0.956 respectively (Hafiz, 2017). At the same time Al Zefeiti and Mohamad (2017) concluded three OC dimensions are positively related to employee JP which is contextual performance and task performance of employees.

In 2018 another findings revealed that work performance was significantly impact by the three dimensions of OC (Metin & Asli, 2018). According to Sungu, Weng and Xiaohong Xu (2019) AC was more strong association with JP when a supervisor's transformational leadership was high. AC has significant positive consequence on JP that JP depends on interpersonal behaviors in a working environment which happen as a result of high OC (Cobbinah, Ntarmah, Obeng & Quansah, 2020). Hussain, Khan and Khan (2020) found that, strong and significant positive association between OC and JP among academic staff and OC as an important element for both the improvement of individual and organizational performance. As a result of Beigi and Lajevardi (2020) positive pair wise correlations have been found between OC with JP and job satisfaction. Further, OC has significant effect on JP (Loan, 2020). Furthermore, Chiu, Won and Bae (2020) found OC positively impact on JP and plays a fractional mediating role in the association between internal marketing and JP. The findings identify the relationships among internal marketing, OC and JP.

The connection between OC and JP has engaged by researchers for a longtime. The findings revealed that three dimensions of OC have different relationship with JP based on literature. But it is identified that there is a strong association between OC and JP and well committed workers will try to give full effort for their job than their counterpart. Due to these different arguments this study also interested finding the impact of OC on JP of banking employees.

Methodology

Hypotheses of the study

The subsequent hypotheses are prepared for the study.

H1: There is a significant relationship between OC and JP.

H2: There is a significant impact of OC on JP.

Conceptual Framework

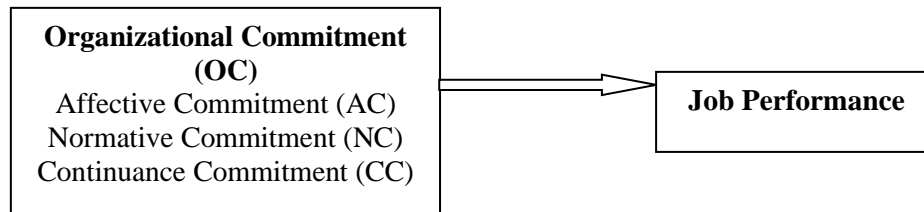


Figure 1: Conceptual Framework of the Study

Tools used for this Study

The OC considered the three dimensions such as AC, NC and CC which were measured by using Cook and Wall (1980) and Liwei and Erdong (2011) instruments. JP also measured by using Cook and Wall (1980) instruments.

Population and Sample

The expected population of the study is three state and three private banks in Colombo district. Accordingly the researchers selected 3 leading government banks (Peoples bank, Bank of Ceylon and National saving bank) and 3 leading private banks (Commercial bank, Seylan bank and Hatton National bank), total six banks for sampling procedure. The population of the study is identify by the researchers which are considered to 1346 staffs who are working in six state and private banks in Colombo district. Because of the impossibility to attain information from the entire population, the sample size 288 was chosen to contribute in the investigation as the random sampling method.

Data Collection Techniques

It means what data are used to perform the research and how to collect the data for the study. To the objective achievement the primary data was composed by way of 298 online survey questionnaires from the employees at the banks in Colombo district. Questionnaire was prepared to collect the data by using set of questions to record answers that are provided by respondents (Sekaran, 2006). The questionnaires contain simple and clear statement with five point Likert's scale that it will take 10 to 15 minutes to respond.

Data analysis

Since this study consider one independent and one dependent variable, by bivariate analyses such as correlation and simple regression analyses were performed.

Correlation Analysis

This analysis utilized for one to one IV and DV, here it is identify the relationship between OC and JP with their strength.

Regression analysis

This analysis utilized to identify how OC impact on JP and form the simple regression equation.

Results and Discussion

Response Rate

This study considers about 298 employees randomly selected within 6 state and private sector banks in Colombo district. Online questionnaires were distributed to 298 employees. Researcher has contacted known persons and employees who are working at the state and private sector banks in Colombo during sample procedures to help researcher to distribute the online survey questionnaire link. They have chat groups at working colleagues and 288 responses were returned, that is 96.64%.

Reliability of the Instrument

Cronbach's Alpha coefficient (CAC) value was used to measure the reliability of the instruments. This analysis permit to study the properties of measurement tools and items that compile in the scales. This CAC value can vary between 0 and 1.

Table1: Reliability Analysis

Variables	No. of Items	Cronbach's α
Job Performance	12	0.703
Organizational Commitment	35	0.868

(Source: Survey data)

The above table 1 indicated that Cronbach's alpha value for the OC is 0.868 and JP is 0.703. Based on this the Alpha value is above 0.70 is acceptable and above 0.80 is good (George & Mallery, 2003). It indicated that the alpha values of these two variables are pretty good high. Hence, the tool is fairly reliable to measure the impact of OC on JP.

Validity of the scale

Factor analysis was used to measure the convergent validity of constructs. The factor analysis is appropriate when sample size is above 50 (Field, 2005), in this study the returned responses were (288) this is meet the cutoff value. The KMO value should be above 0.5 it is acceptable for operating factor analysis. The KMO values are between 0.5 and 1.0 the factor analysis is confidently considered to be appropriate for the study according to the unique rule (Williams, Onsmann & Brown, 2010).

The results show the KMO values of AC, CC, NC, and JP are 0.521, 0.699, 0.784, and 0.601 respectively which are above the benchmark of 0.5 and documented chi-square values ensuing from the exercise of Bartlett's test of sphericity of AC, CC, NC and JP are 2071.251 (df =91), 591.097 (df =55), 516.442 (df =45) and 1146.046 (df = 66) correspondingly at $p < 0.000$ levels.

Table 2: KMO and Bartlett's Test

Variables	KMO	Bartlett's Test of Sphericity Approx. Chi-Square	Df	Sig.
AC	0.521	2071.251	91	.000
CC	0.699	591.097	55	.000
NC	0.784	516.442	45	.000
JP	0.601	1146.046	66	.000

(Source: survey data)

Correlations Analysis

Table 3 shows the result of correlation between OC and JP is 0.591, which described the relationship between OC and JP is strong positive at the $p=0.000$ significant level which is lower than 0.05. The result revealed that a strong strength between the variables posit on this model.

Table 3: Coefficients of Correlation

Variable		
OC and JP	Pearson Correlation 'r'	.591**
	Sig. (2-tailed)	.000
	N	288

(Source: Survey data)

Simple Regression Analysis

The impact of OC on JP articulated by using simple linear regression and a straight line of equation form as $Y = a + \beta x$. Indicating X is IV and Y is the DV.

Table 4: Model summary of Simple Linear Regression – OC and JP
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.350	.347	.29627

a. Predictors: (Constant), C

(Source: survey data)

Table 4 indicated that, R^2 and adjusted R^2 showing the indices as 0.350 and 0.347 correspondingly. These indicate 35% of the variation in JP can be described by OC. Hence, it indicating that calculation from the regression formula is reasonably consistent. The OC is fairly depended on JP.

Table 5: Anova Table – OC and JP

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.491	1	13.491	153.700	.000 ^b
	Residual	25.104	286	.088		
	Total	38.595	287			

a. Dependent Variable: JP

b. Predictors: (Constant), C

(Source: survey data)

In Table 5, Sum of Square regression value is 13.491 which refer to sum of squares described by the regression equation. And the same time sum of square residual value is 25.104 refers to the variability in the DV-JP, this indicate the value that is left by the regression equation of the study. And sum of squares total is 38.595 respectively with, 286 and 287 degrees of freedom. Values of Mean square regression is 13.491 while the value of Mean square residual 0.088.

The F value of the ANOVA is 153.700 this was achieved by assigning the mean square regression by the mean square residual value. F value is significant (P value = 0.000<0.05). Stand on the statistics; it can be resolute that there is a linear connection between OC and JP. Furthermore, the result of the regression equation allows predicting the DV- JP in an adequate level.

Hypothesis Testing

Hypothesis H1 denotes that there is a significant relationship between OC and JP. Correlation coefficient between OC and JP is 0.591, which describes the positive relationship of OC with JP. The level of significant is 0.000 which is lower than 0.05. Accordingly, the results supported the alternative hypothesis H1 and reject the null hypothesis, indicating a significant relationship of OC with JP.

The hypothesis H2 denotes that there is a significant impact of OC on JP. The unstandardized beta values for constant and OC are 1.735 and 0.592 correspondingly, this denotes the degree of impact of OC on JP of employees of state and private banks in Colombo district.

Then the equation of linear regression of this study produced as follows:

$$JP = 1.735 + 0.592 (OC)$$

Conclusion

The aim of the study was to conduct an empirical exploration of impact of OC on JP at the state and private banks in Colombo district, it was hypothesized that there is a noteworthy correlation between OC and JP among the bank employees. The research found support from literature review of previous studies for the alternative hypothesis, point out medium potential in explaining the variation in JP in terms of OC. This suggest that OC significantly impact on JP. Further, it indicates that increased OC is associated with higher JP. The bank administrators can consider the OC to improve their employee's JP.

The first objective is to identify the association between OC and employees' JP. The result revealed that the association between OC and JP of employees is positive with $r=0.591$. The next objective is to inspect the impact of OC on JP. As the result of regression analysis, OC influences on the JP of employees.

The outcome of the study is in consistent with some of prior studies such as three dimensions of OC is an vital for the improvement of JP among banking employees (Al Zefeiti & Mohamad, 2017; Hafiz, 2017; Khan et al., 2010; Qaisar et al., 2012; Suliman & Iles 2000) established positive impact of all three dimensions of OC on JP of human resources in different occupations.

In this study OC influences on JP of employees by 35% only and rest of 65% of JP is determined by other determinant factors of JP such as job satisfaction, salary and benefit, promotion, job involvement and other work related performance improvement factors.

Limitations of the Study

The researcher faced some inconveniences while doing the research. That the survey was limited to selected banks in Colombo district, it can be averts generalization of the findings. The future study

can consider more banks as the population.

The survey utilized the data from 288 respondents only, if future study taken more sample size the findings would be varies.

The questionnaire was prepared in English language, if the respondents who are not familiar to this language might face difficulties.

The data were collected through online survey, thus the respondents' emotional states are highly unpredictable.

Recommendations

The following recommendations can be made in order improve the OC and their JP.

The organization can apply different motivation strategies by focusing award and compensations. This helps to motivate the bank employees to increase commitment and achieved their JP.

A regular system of training can be used to improve their knowledge, skills and attitudes.

Based on the results, it come to light that the role of OC had significant impacts on employee's JP, hence the bank administration can considered the three dimensions of OC factors to improve JP of these organizations.

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