
The Relationship between Organizational Commitment and Work Performance: a Case of Industrial Enterprises

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Abstract

The aim of the study is to determine the impact of organizational commitment (affective commitment, normative commitment and continuance commitment) on employees' work performance. The sample consists of 329 employees working in businesses operating in Konya Chamber of Commerce and Industry in Turkey.

According to the results of the regression analysis, affective commitment had a significant and positive impact on work performance, normative commitment and continuance commitment had no significant effect on work performance.

Keywords: affective commitment, normative commitment, continuance commitment, work performance

Introduction

In today's business world, as well as physical elements, human factors are also significant for enterprises to gain sustainable competitive advantage. In this regard, organizational commitment defined as "the relative strength of an individual's identification with and involvement in a particular organization, as well as the willingness to exert effort and remain in the organization" [10] has become important in the organization.

Industrial enterprises rely on human performance, this situation gains importance.

Organizational commitment yields positive outcomes for both individual and organizational consequences.

The study focuses on work performance from the positive outcomes. The aim of this study is to determine the relationship between organizational commitment and work performance in the case of industrial enterprises.

Organizational Commitment

Organizational commitment is an important concept because it influences the commitment on employees, organizations, and society as a whole. Employees can benefit from commitment using the intrinsic and extrinsic rewards relevant to the organization [6]. Organizational commitment is viewed as "a tendency to 'engage in consistent lines of activity' based on the individual's recognition of the 'costs' (or lost side-bets) associated with discontinuing the activity" [1]. Organizational commitment involves three factors [14]:

- a) a strong belief in and acceptance of the organization's goals and values,
- b) a willingness to exert considerable effort on behalf of the organization,
- c) a define desire to maintain organizational membership.

Although organizational commitment has different classifications, this study mentioned the affective, normative and continuance commitment of Meyer and Allen (1997) [15].

Affective Commitment

Affective commitment means individuals' contentment with the organization and being satisfied with being a membership of the organization [4]. In other words, affective commitment refers to dedication of employees to the organization.

Normative Commitment

Normative commitment refers to employees' importance for the organization. Employees who have high level of normative commitment feel that they should remain in the organization [9]. In normative commitment, culture and work ethic lead to their staying in the organization, as a result, employees feel loyalty to the organization and duty may influence employees' normative commitment [7].

Continuance Commitment

Continuance commitment specifies the necessity to stay in the organization because employees can face costs related to the organization if they leave the organization. As they do not have any other job alternatives and do not want to change their jobs, employees prefer to stay in the organization [7]. In conclusion, employees with strong affective commitment stay in the organization because they *want to*, those with strong continuance commitment because they *need to*, and those with strong normative commitment because they feel they *ought to do so* [1].

Work Performance

Performance refers to the fulfillment of the objectives, the functions or duties of the organization [3].

Performance is viewed as the degree of the realization of the aims and it indicates that any individuals, any groups or work units can reach the target through the that work [8]. Bingöl (2003: 273) [5], on the other hand, defines performance as the execution of work according to the given conditions or as identifying employees' behavior. Work performance defined as the fulfillment or completion of the work is the success level of making efforts that employees can perform their works [22].

Organizational Commitment and Work Performance

Commitments in the workplace can take various forms and, arguably, have the potential to influence organizational effectiveness [16] and employees' work performance. From an organizational perspective, effective employee performance constitutes basic result and aim of commitment. Compared to uncommitted people, committed people are prone to be insistent on task sets and fulfill set goals. With the regard to the outcome of employee performance, commitment may be expressed in; (1) persistence in completing tasks and achieving goals, (2) service quality, (3) acceptance of change and (4) assumption of extra job tasks [14].

Organizational commitment has been linked both theoretically and empirically to individual performance.

Meyer and Allen (1997) [15] have argued that both normative and affective commitment will be linked performance, whereas continuance commitment will be unrelated or even negatively related. Considering employees committed to the organization that show more effort at work, although intuitively and theoretically commitment can be easily related to performance, this relationship was empirically less supported [21].

The research carried out by Uygur (2007) [20] on bank employees demonstrated that there was a positive relationship between organizational commitment and employee performance. The research of Özutku (2008) [18] done on factory workers revealed that there was a positive and significant relationship between affective commitment and continuance commitment and work performance, but there wasn't a significant relationship between normative commitment and work performance. The study of Iraz and Akgün (2011) [12] performed on bank employees displayed that there was a positive relationship between normative commitment and performance. Baugh and Roberts (1994) [2] presented that organizational commitment had a significant and direct effect on work performance.

In the light of the studies in the literature, the following hypothesis were tested:

H1: Affective commitment has positive effect on work performance.

H2: Normative commitment has positive effect on work performance.

H3: Continuance commitment has positive effect on work performance.

Research Methodology

Sample

The study was conducted in 329 employees working in businesses operating in Konya Chamber of Commerce and Industry in Turkey.

Measures

Work performance was designated as the dependent variable in this study, while organizational commitment was considered as the independent variable. To measure organizational commitment, we used the 20 items Questionnaire developed by Meyer and Allen (1997) [15]. The items of organizational commitment were classified in terms of three dimensions of affective commitment (6 items), normative commitment (6 items) and continuance commitment (8 items). Participants responded on a 5-point Likert-type scale dictating to the extent which they agreed with each statement (1= strongly disagree, 5= strongly agree). Cronbach's Alpha Coefficient; affective commitment: 0.93, normative commitment: 0.81 and continuance commitment: 0.85.

There is no removed item as we couldn't find an item whose reliability is highly low.

On the other hand, work performance was measured with four items 5-point Likert scale (1=strongly decrease, 5=strongly agree) developed by Kirkman and Rosen (1999) [13]. Then, the scale developed by Sigler have Pearson (2000) [19] was used. The Cronbach's alpha coefficient was 0.92.

Research Findings

The regression analysis was carried out to determine the efficacy level of subdimensions of organizational commitment (affective commitment, normative commitment and continuance commitment) on work performance.

Table 1. The results of regression analysis for work performance

Independent variables	U nstand ardize d β	Std. Error	Sta nda rdiz ed β	Sig.	R^2	Adjus ted R^2	D -W	To lerance	F VI
$F_{(3-325)} = 38,650$,000 **	,263	,256	1,905		
Constant	2,536	,174							
1. Affective Commitment	,328	,051	,392	,000**				,618	1,618
2. Normative Commitment	,095	,056	,127	,089				,349	2,862
3. Continuance Commitment	,045	,064	,056	,485				,409	2,444

* $p < 0,05$; ** $p < 0,01$

Dependent variable: **Work Performance**

The results of regression analysis in Table 1 suggest that the overall model was significant (Adjusted $R^2=0,256$; $F=38,650$; $p<0,01$). We can assume that multi-collinearity is not a problem in data since all significant variables in Table 1 have much higher tolerance values than 0.10 [17] and have lower variance inflation factors (VIFs) than 10.0 [11]. The independent variables (affective commitment, normative commitment and continuance commitment) was taken into account, and the Adjusted R^2 (0,256) was significant at the 0,01 level.

This means that 25,6% of the variance in work performance was significantly explained by the independent variables (affective commitment, normative commitment and continuance commitment). Among independent variables, affective commitment was found to be the most important in explaining the variance in work performance as the highest beta value was 0,328 ($p=0,000$). In this frame, the findings of research reveal that affective commitment has positive and significant impact ($\beta=0,328$; $p<0,01$) on work performance. In this respect, H1 was supported. On the other hand, normative commitment ($p=0,089>0,05$) and continuance commitment ($p=0,485>0,05$) had no significant effect on work performance. Thus, H2 and H3 were not supported.

Conclusions

This study examined the effect of organizational commitment on work performance. Questionnaire were administered. According to the findings, affective commitment had a positive and significant effect on work performance. This finding shows consistency with the studies of Özutku (2008) [18] and Uygur (2007) [20].

On the other hand, normative commitment had no significant effect on work performance. This finding is consistent with the studies of Özutku (2008) [18] and Baugh and Roberts (1994) [2] while it differs from the study of Iraz and Akgün (2011) [12]. Moreover, the study also indicated that continuance commitment had no significant effect on work performance. While this finding is similar to the study of Baugh and Roberts (1994) [2], it differs from the study of Özutku (2008) [18]. These differences can be resulted from different cultures or sectors that the research has been performed.

The findings of this study need to be interpreted with the following limitations in mind. First limitation is that the results cannot be strictly construed to be representative of all businesses, because this study has been conducted in a specific region of Turkey, Konya. Therefore, the study needs to be replicated in different industries and countries to be able to generalize the findings. Secondly, the work performance of the employees' in this survey was tested on the basis of employees' self-report. This research aimed to investigate the relationship between organizational commitment and work performance. For the upcoming research, it is possible to investigate the issue of organizational commitment and work performance in different industry settings.

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