

The relationship between organizational commitment and employee performance: A case study of the Citizens company of Tehran

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Abstract:

This study aimed to investigate the relationship between organizational commitment and job performance of employees in the Citizen company. The study has an applied method and it is descriptive-correlational in terms of data collection. The population included all employees of the Citizen company including the official, contractors, and hourly employees. In this study, simple random sampling was used. Also, Cochran formula was used to determine in which a sample size of 131 was calculated. The instruments of the study included the 24-item Organizational Commitment Questionnaire of Meyer and Allen and the 42-items questionnaire of Jersey Goldsmith's modified standard for employee's performance. The organizational commitment questionnaire and the job performance questionnaire had content validity and their reliability was calculated using Cronbach's alpha. Data were analyzed by SPSS software. In the inferential statistics section, Kolmogorov-Smirnoff test was first used to determine the normality of the data and since the data were diagnosed as normal, the Pearson correlation and regression were

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used. The results showed that there was a significant relationship between organizational commitment and employee performance.

Key words: Organizational commitment, continuous commitment, affective commitment, normative commitment and employee performance.

INTRODUCTION

In the past decade, organizational commitment has occupied an important position in organizational behavior research so that organizational commitment is known as an independent part in the researches (McShane & Von Glinow, 2012). The value and importance of this concept is somewhat is described by Armstrong as holding that the value and importance of organizational commitment should be proved as an independent issue from other psychological concepts such as motivation, job involvement or other behavioral tendencies (Pinder, 2014).

People can have a better performance only through organizational commitment and lead their organization towards success and progress (Rummler et al., 2012). In the present era, human resource is considered as one of the most important indicators of progress and development of human societies and a country can grow and flourish which provides the burgeoning field of talent and utilizing the human and cultural resources with the participation of all sectors of society. In this case, all employees respect themselves and value their work and share themselves in the fate of the organization. So, the involvement of employees in decision-making of the organization and development of their theories in practice increases the sense of responsibility and commitment to the decisions taken (Simons, 2013).

Organizational commitment affects organizational effectiveness and employees' satisfaction (Huang, You & Tsai, 2012) and results in a condition that employees who have more commitment have a higher chance of continuing working in the organization (Kim et al., 2011). Employee satisfaction leads to organizational commitment, dependency and attachment to the organization, more favorable job performance, reducing the turnover of the organization, active social behavior, lack of absence from work, philanthropy and helping colleagues, job stress reduction as well as financial success and increasing the organization's effectiveness and efficiency (Javadi, 2004). Researchers in the field of behavior did multiple research studies on the factors affecting job performance and the analysis of these factors (Rummler et al., 2012).

Irving, Coleman, and Cooper (1997) studied the relationship between affective, continuance, and normative commitment and job satisfaction efficiency indicator and turnover intention on 232 employees and found that job satisfaction had a positive correlation with affective and normative commitment. However, there was a negative correlation between job satisfaction and continued commitment. All these three types of commitment had a negative correlation with turnover intention. Of course, continuance commitment had the highest negative correlation. Joe (2010) studied the effect of organizational commitment on turnover or job change. The findings of this study showed that a negative relationship between turnover and organizational commitment meaning that there was a significant relationship between individuals' attitude towards their job and their job performance. Based on the proposed researches and theories, the present study was aimed at investigating the relationship between organizational commitment and its aspects and job performance. Considering the necessity and importance of the organization, it should be noted that organizational commitment improves plans and

continuously improves organizational performance and the massive force for synergies and develops and creates opportunities for organizational excellence. Paying attention to the ideas of employees leads to belonging and loyalty to the organization and creates satisfaction in employees so that they consider themselves as part of the organization and this satisfaction is the organization's key to success. Therefore, this study aimed to investigate the relationship between organizational commitment and job performance of employees in the Citizen company. The following research questions were raised in this study:

- Is there a significant relationship between aspects of organizational commitment and job performance of employees in the Citizen company?
- Is there a significant relationship between organizational commitment and ability to work among employees in the Citizen company?
- Is there a significant relationship between organizational commitment and helping others among employees in the Citizen company?
- Is there a significant relationship between organizational commitment and validating work among employees in the Citizen company?

METHOD

This is an applied research using descriptive-correlational method. The population included all employees of the Citizen company including the official, contractors, and hourly employees who were 1000 subjects and they were present at work at the time of research. The sample size in this study was 131 subjects calculated using Cochran formula and simple random sampling method.

$$n = \frac{1000 * (1.96)^2 * .25}{999 * (0.08)^2 + (1.96)^2 * 0.25} = 131$$

Two instruments were used in this study. The first one was Organizational Commitment Questionnaire. This scale is assessed by the 24-item questionnaire proposed by Meyer and Allen in 1990 after repeated revisions to measure the three dimensions of organizational commitment. Questions related to each dimension are distinct from the other two dimensions. Meyer and Allen's organizational commitment questionnaire reliability coefficients were 0.85 for emotional commitment, 0.79 for normative commitment and 0.83 for continuance commitment. In this study, content and face validity (professors' views) were used to determine the validity of the organizational commitment questionnaire. Also, Cronbach's alpha was used to determine the reliability and Cronbach's alpha coefficient of 0.786 was estimated for organizational commitment. Due to the fact that the alpha coefficient of more than 0.70 is acceptable, we can conclude that the organizational commitment questionnaire of employees had high reliability.

The second questionnaire was the Employee Performance Questionnaire. A researcher-made questionnaire was used to measure employee performance. It was developed based on the self-report questionnaire of Hersey and Goldsmith (1998) in 3 items and 20-items. The questionnaire aspects included the ability to do work in four questions, helping others in 6 questions and validating the work in 5 questions. Hersey and Goldsmith (1998) questionnaire had 7 items and 42 questions and the following questions were designed in three dimensions from the questions of the questionnaire. The questionnaire had a 5-point Likert scale. Hersey and Goldsmith have gained the reliability of the questionnaire to be 0.82. To determine the validity of employees' performance questionnaire, the attitudes of teachers (content and face

validity) was used. Also, reliability was calculated using Cronbach's alpha and it was estimated to be 0.872. The Cronbach's alpha coefficient was 0.795 for the ability to do work, 0.765 for helping others and 0.724 for validating work. Descriptive and inferential statistics (Pearson correlation and regression) were used to analyze the collected data. Data were analyzed by SPSS software.

FINDINGS

Table 1. Statistical description of variables and their aspects

Variable	Statistical parameters	Affective	Continuance	Normative	Organizational commitment
Organizational commitment	Mean	3.36	3.11	3.22	3.24
	Median	3.50	3.13	3.13	3.25
	SD	0.544	0.281	0.345	0.281
Variable	Statistical parameters	Ability to do work	Helping others	Validating work	Performance
Employee performance	Mean	3.34	3.66	2.82	3.27
	Median	3.25	3.80	3.00	3.36
	SD	0.463	0.655	0.881	0.477

As table 1 showed, affective commitment has a higher mean than normative and continuance commitment. Normative has a higher mean than continuance commitment, but organizational commitment and its all three components has a mean score over 3. Also, among the components related to employee performance, helping others has a higher mean while validating work has a lower mean. Also, the overall score of employees' performance is over 3.

Table 2. Regression coefficient of determination

Pearson correlation		R ²	R ² adj	S.E
Sig	r			
0.835	0.001	0.698	0.691	0.265

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he regression coefficient of determination was $R^2=0.698$ which showed that 69.8% of the changes resulting from the

performance of employees is explained by organizational commitment.

Table 3. The regression line equation

Regression model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	S.E	Beta		
(Constant)	0.268	0.304		0.881	0.380
Normative commitment	0.502	0.377	0.164	1.33	0.443
Affective commitment	0.595	0.045	0.679	13.18	0.001
Continuance commitment	1.02	0.090	0.597	11.23	0.001

Dependent variable: Employee Performance

The regression line equation can be drawn based on this table:
 Employee performance = 0.268 + 0.595 (affective commitment) + 1.2 (continuance commitment)

The above table showed that affective and continuance commitment variables had the ability to predict employee performance and with respect to the beta it can be said that for every one-unit increase in emotional commitment, employee performance increases for 0.679. For every one-unit increase in continuance commitment, employee performance increases for 0.597 and these predictions are significant according to the t-statistic at the alpha level of 0.05.

Table 4. The matrix of correlations between dimensions of organizational commitment and ability to work

Dependent variable	Dependent	r	Sig.	R ²
Affective commitment	The ability to do work	0.337**	0.001	0.303
Continuance commitment		0.426**	0.001	
Normative commitment		0.401**	0.001	

The above correlation table above showed the relationship between all aspects of organizational commitment and ability to work in employees of Shahrvand company. The results showed a significant relationship between all dimensions of organizational commitment and ability to do work and the

correlation was significant at alpha level of 0.05. In the above, regression coefficient of determination was equal to $R^2= 0.303$. This showed that amount of 30.3 percent of the changes in employees' ability to work was explained by the dimensions of organizational commitment.

Table 5. The regression line equation

Regression model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	S.E	Beta		
(Constant)	0.087	0.447		0.194	0.847
Affective commitment	0.212	0.66	0.329	3.18	0.002
Continuance commitment	0.542	0.133	0.249	4.07	0.001
Normative commitment	0.264	0.113	0.197	2.33	0.021

Dependent variable: Ability to do work

The above table showed that all the dimensions of organizational commitment had the power to predict employees' ability to work. Due to the beta, it can be said that for every one-unit increase in normative commitment, employees' ability to work increases for 0.329 and for every one-unit increase in affective commitment, employees' ability to work increases for 0.249. Also, for every one-unit increase in continuance commitment, employees' ability to work increases for 0.197 and these predictions are significant according to the t-statistic at the alpha level of 0.05. As can be seen, affective commitment had the highest predictive power of employee's ability to do work.

Table 6. The matrix of correlations between dimensions of organizational commitment and helping others

Dependent variable	Dependent	r	Sig.	R ²
Affective commitment	Helping others	0.587**	0.001	0.596
Continuance commitment		0.406**	0.001	
Normative commitment		0.001**	0.498	

The above correlation table above showed the relationship between all aspects of organizational commitment and helping

others in employees of Shahrvand company. The results showed a significant relationship between affective and continuance commitment and helping others and the correlation was significant at alpha level of 0.05. However, there was not a significant relationship between normative commitment and helping others. The regression coefficient of determination was equal to $R^2 = 0.596$ which showed that 59.6 percent of the changes resulting from the aspect of helping others was explained by the dimensions of organizational commitment.

Table 7. The regression line equation

Regression model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	S.E	Beta		
(Constant)	-0.258	0.482		0.536	0.593
Affective commitment	0.802	0.072	0.667	11.20	0.001
Continuance commitment	1.17	0.143	0.505	8.21	0.001
Normative commitment	0.156	0.122	0.040	1.27	0.696

Dependent variable: Helping others

The above table showed that among the dimensions of organizational commitment, affective and continuance commitment had the power to predict helping others. Based on the beta, it can be said that for every one-unit increase in affective commitment, helping others increases for 0.667 and for every one-unit increase in continuance commitment, helping others increases for 0.505 and these predictions are significant based on the t-statistic at the alpha level of 0.05. As can be seen, affective commitment had the highest predictive power of helping others.

Table 8. The matrix of correlations between dimensions of organizational commitment and validating work

Dependent variable	Dependent	r	Sig.	R ²
Affective commitment	Validating work	0.390**	0.001	0.352
Continuance commitment		0.309**	0.001	
Normative commitment		0.89**	0.18	

The above correlation table above indicated the relationship between all aspects of organizational commitment and validating work in employees of Shahrvand company. The results showed a significant relationship between affective and continuance commitment and validating work and the correlation was significant at alpha level of 0.05. However, there was not a significant relationship between normative commitment and helping others. The regression coefficient of determination was equal to $R^2 = 0.352$ which showed that 35.2 percent of the changes resulting from the aspect of validating work was explained by the dimensions of organizational commitment.

Table 9. The regression line equation

Regression model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	S.E	Beta		
(Constant)	-0.631	0.820		-0.770	0.593
Affective commitment	0.771	0.122	0.477	6.33	0.001
Continuance commitment	1.32	0.244	0.423	5.43	0.001
Normative commitment	0.13	0.921	0.081	1.22	0.986

Dependent variable: Validating work

The above table showed that among the dimensions of organizational commitment, affective and continuance commitment had the power to predict validating work. Based on the beta, it can be said that for every one-unit increase in continuance commitment, validating work increases for 0.423 and for every one-unit increase in affective commitment, validating work increases for 0.477 and these predictions are significant based on the t-statistic at the alpha level of 0.05. As can be seen, affective commitment had the highest predictive power of validating work.

DISCUSSION AND CONCLUSION

Given the results obtained in response to the question of the relationship between organizational commitment and employees' performance in Shahrvand company, it seems that as increasing and decreasing staffs' commitment can have significant positive and negative effects, understanding the attitudes and behavior of employees and their commitment level to the organization and its effect on employee performance is highly important.

The findings of studies including Irving, Coleman, and Cooper (1997), Joe (2010), Welsh et al. (2011), De Gieter, Hofmans and Pepermans (2011), Richarder et al. (1994) and Green and Mitchell (1979) are in line with the findings of our study.

The results of the relationship between the dimensions of organizational commitment and ability to work among the staffs of Shahrvand company suggested that there was a significant relationship between all aspects of organizational commitment and ability to do work and continuance commitment had the highest correlation among the aspects. Also based on the regression coefficient of determination, it was shown that 30.3 percent of the changes in employees' ability to work was determined by dimensions of organizational commitment and continuance commitment had the highest prediction power in this regard.

Our findings were in line with the study of Bahreman (1999) who investigated the relationship between organizational commitment and employee performance in Khorasan Razavi Province Gas Company and the results showed that affective commitment had a direct relationship with performance.

The results of the relationship between the dimensions of organizational commitment and helping others among the

staffs of Shahrvand company indicated that affective commitment had the highest correlation among the aspects and there was not a significant relationship between normative commitment and helping others. Also based on the regression coefficient of determination, it was shown that 59.6 percent of the changes due to helping others was determined by dimensions of organizational commitment and affective commitment had the highest prediction power in this regard.

The study of Bahremand (1999) was consistent with our findings which investigated the relationship between organizational commitment and employee performance in Khorasan Razavi Province Gas Company and the results showed no significant relationship between continuance commitment and employees' performance.

The results of the relationship between the dimensions of organizational commitment and validating work among the staffs of Shahrvand company showed that affective commitment had the highest correlation among the aspects and there was not a significant relationship between normative commitment and validating work. Based on the regression coefficient of determination, it was shown that 35.2 percent of the changes due to validating work was determined by dimensions of organizational commitment and affective commitment had the highest prediction power in this regard.

Normative commitment is the sense of loyalty and a tribute to the organization. Research has shown that interested and committed employees have a better job performance. They have a higher intention to remain in the organization, have less absenteeism, have higher work motivation and are more agreed with most of the changes. In this way, organizations can realize their objectives by identifying employees' organizational commitment level and changes in factors affecting it (Saatchi, 2003). This study is not in line with those results and it seems that it may be due to the small number of subjects that this

hypothesis has not been statistically significant. This is also in line with Bahremand (1999) who found a significant relationship between normative commitment and performance.

Based on the above results, it can be recommended that:

1. Due to the high impact of continuance commitment, it is proposed that organizations have ongoing assessments and studies to determine and set its level on different time intervals. Attitudes have a dynamic mode and may be eliminated with the same speed and intensity that they appear, so managers must understand that creating and reinforcing positive attitudes must be continuous.
2. Since organizational commitment increases the ability to work, it is recommended appropriate and timely decisions and policies be adopted through using the results of the measurement of organizational commitment in various stages of human resources management process (including hiring, training, improvement, maintenance and application of human resources).
3. With regard to the relationship between organizational commitment and validating work, it is suggested that training materials and course content includes inducing and reinforcing a sense of belonging, loyalty and commitment to the organization in short-term training.
4. To further enhance organizational commitment, it is proposed that the growth condition is provided for committed individuals within the organization and the potential for intellectual growth and mobility, participation in decision-making, autonomy and freedom and work feedback be provided to individuals. It is also recommended that further research examines the relationship between organizational commitment and employee performance and emphasize mediator variables such as management styles and employees' personality characteristics, the relationship between organizational commitment and organizational justice in governmental and nongovernmental organizations and the

relationship between employees' empowerment and organizational commitment in other companies.

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