

IMPACT OF EMPLOYEE COMMITMENT ON ORGANIZATIONAL PERFORMANCE (A Survey Based Study on Education Sector of Sahiwal & Okara Pakistan)**¹Dr. Raja irfan Sabir, ²Muhammad Bilal Majid, ³Ayeha Nawal, ⁴Awais Majid**¹ Assistant professor at COMSATS Institute of Information Technology, Sahiwal Campus, Pakistan.² MS scholar COMSATS Institute of Information Technology, Sahiwal Campus, Pakistan.³ MS scholar BZU sahiwal campus, Pakistan.⁴ MS scholar Arid Agriculture University Rawalpindi, Pakistan.**ACKNOWLEDGEMENTS**

ALLAH ALMIGHTY is always beneficent and affectionate to mankind that's why according to his words every piece of work is rewarded according to the devotion and dedication incorporated in it. Like every humble particle of his kingdom, we also thankful to Allah Almighty for his blessing, the Lord who bestowed me with the potential and fondness to complete this research. No doubt, this kindness is infinite. We present our humblest and wet eyed thanks from the core of my heart to the HOLY PROPHET (PEACE BE UPON HIM), the greatest man who ever walked on the earth, a permanent source of inspiration and guidance for the mankind. We feel privilege to mention the feelings of obligations towards our parents

ABSTRACT

The objective of study is to examine the impact of employee commitment on organizational performance in education sector. Data was collected through questionnaire and sample size was 100. Statistical tests Correlation and regression were used to analysis the data. The arithmetical test proves that employee commitment has positive effect on organizational performance. There are few limitations in this study. There is only one independent variable. The sample size was small. Convenience sampling technique was used for collection of data demographical scale was small.

KEY WORDS

Employee Commitment, Organizational Performance, Employee Effectiveness, Education Sector, Pakistan

INTRODUCTION

Human resources are one of those resources of an organization that does not only enlarge the efficiency of the organization, and also act as a pure source of competitive advantage. Keeping in mind the success of organization is based on the employed commitment and its focus toward the achievement of the main goals of the organization. Jackofsky (1984), found that the low commitment is conducting to high exchange rate more, while higher level of satisfaction in the work through the job security enhance high level of organizational performance. Meyer and Allen (1990) suggests three types of organizational commitment that are the, affective commitment that measures employee emotional attachment and participation in the organization, the normative commitment reflects pressures on an employee to remain in an organization as a consequence and obligations of the organization. Continuation commitment Refers the commitment associated with the costs that the employees perceive is

related to leaving the organization. Nijhof, of jong and Beukhof, (1998) Connectivity of colleagues and management style can improve the employee's commitment and they are considered like an important asset of the business .Elangovan, (2001) Commitment of the employees can be an important instrument to improve the performance of the non-governmental organizations. The organizations which have the high rate of stress have the very low level of organizational commitment. (Chen, Silverthorne and Hung, 2005)The higher level of communication in an organization between top management and employees generate higher level of commitment and organizational performance.

LITERATURE REVIEW

Researcher determined the possible links among the justice, organizational commitment and the labor performance in a survey country. The sample size was 500 full-time employees. The data were collected through a questionnaire. He determine that the justice organizational is positive and significantly correlated with the emotional one and the commitment of continuance, as well as with the sample they represented only the work performance. Kathairi, (2012)

Researcher determined the relation among the management of highly commitment of the human resources .The model of structural equation applied to test eight hypotheses through a survey of 198 practitioners. They conclude that highly commitment of the administration of the human resources is related positively with the support perceived of the organization. Hsu-Hsin Chiang, (2011)

Researcher determined the professional work change and investigates the impact of changes on IT professionals. .The study is conducted in Taiwan. Data was gathered from 40 companies' .They proves that both work redesign and empowerment has positive and direct impact on employees' commitment. Tsung-Hsien Kuo, (2010)

Researchers determined the role of locus work of control as the moderator of the relation between the welfare of the employees and the organizational commitment. The document reports on a quantitative study of the executives of medium level of the based motorcycle production organizations on the north of the India. They conclude that the welfare is related negatively with the commitment of conditional continuance, for which the employees consider

the associated advantages to the continuous participation and the costs associated with the abandonment and the normative commitment, in which the employees feel that they have the moral obligation to remain in the organization. Ajay K. Jain,(2009)

Researcher determined that the employee commitment to its organization inside the Nigerian banking sector. The data collect through questionnaire .the sample size was 200 employees. He analyzed that the employees with highly incomes represent the same group of employees inside the groups of age 31-35 with a reduction commitment with its organization. Ogba, (2008)

Researchers examined the orientation of learning and the objective performance of the employees act as the moderators what will be the impact on organizational performance. The sample size was 651 employees of all the labor force of United States they utilize a double sampling method internet surveys. They found that the support perceived for the development is positively related to the commitment of some workers .Todd J. Maurer, (2008)

Researchers determine the role of employee's commitment in the success of the initiatives of organizational change. The data were collected through surveys they proved that the emotional commitment, that at the same time influences in the perceptions of the employees on the improvement of the performance. Janet Turner Parish,(2008)

Analyzer determined the effects of the employee commitment on the organizational performance. The data collected through questionnaire in two organizations in Singapore. They proved that the positive attitudes of the employees have strongly impact on the organizational performance. Soo-Hoon Lee, (2008)

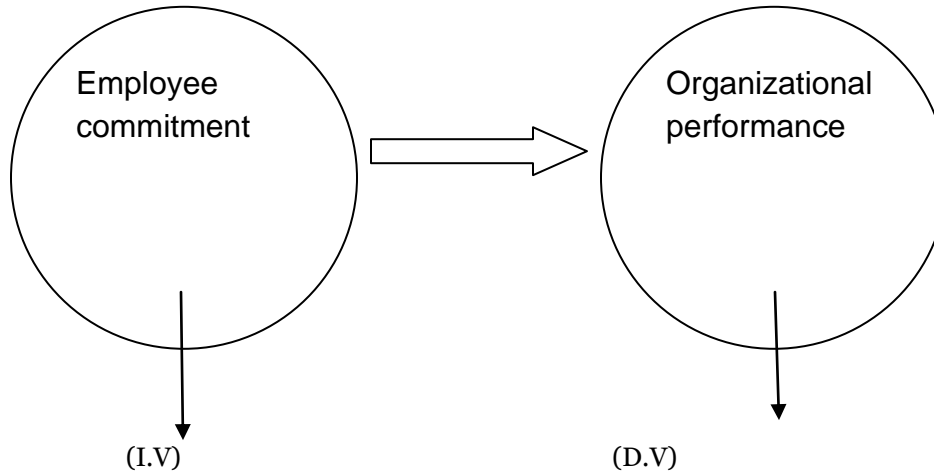
Researcher found that the effects of the job satisfaction on the organizational performance. Data collect through questionnaire. The sample size was 500.he proved that job satisfaction has strong impact on organizational performance. Karin Falkenburg, (2007)

Researcher found the impact of employee commitment on organizational performance. The study was take place in Pakistan. The researcher used questionnaire to gather the data. The sample size was 525. They determine that employee commitment has strong impact on organizational performance in an organization. M Khyzer Bin Dost, (2011)

THEORETICAL FRAME WORK

Kathairi, (2012) found the organizational performance as dependent variable and employee comitment as independent variable. Hsu-Hsin Chiang, (2011) found the organizational commitment as dependent variable and job satisfaction and employee commitment as independent variable . Hsien

Kuo, (2010) found the organizational integration as independent variable and organizational performance .After review the literature with detail I take employee commitment as independent variable and organizational performance as dependent variable.



Hypothesis

Ho: Employee commitment has positive effect on Organizational Performance.

H1: Employee commitment has not positive effect on Organizational Performance.

correlation were used to analyze the data because hypothesis are relational and have one independent variable were used in study. Scatter plot and Durban Watson test were applied to fulfill the linearity and autocorrelation assumption.

RESEARCH METHOLOGY

Research Design

The random sample technique has been used for data collection from the area of sahiwal District a city of Punjab province in Pakistan. 100 questionnaires were distributed among the employees of different universities and 90 were returned, 2 were uncompleted and 8 respondents did not give any response. In this paper data has been collected through questionnaires. The population of our study is Pakistan but due to unavailability of resources and cost issues random sample technique has been adopted .two cities were selected for data collection Sahiwal.

FINDINGS

Reliability table insert here

Overall reliability of dependent and in dependent variables

The Cronbach's Alpha's value was $0.905 > 0.7$ which proves that the reliability of D.V and I.V

Correlation table insert here

Table of correlations represents the two variables employee commitment and organizational performance that are correlated positively ($r = .671, p = .000$), which proves that there are moderate relationship between the DV and IV.

Regression tables insert here

Data Analysis

Reliability was checked through Cronbach's alpha. Mean, standard deviation, variance, Picher bar chart was used to check sample characteristics. Linear regression and

In the table value of R is $.671$ and Adjusted R Square shows the ratio of interdependence. The Value of R square is multiply with 100. It means 67.1% of the variance in the D.V predicted from I.V. Durbin-Watson is 1.610. It showed that there is no auto correlation between D.V and I.V.

Coefficient of Regression table insert here

The purpose of the regression is to find out the impact of predictors on dependent variable. The specified regression equation is

$$S = \alpha_0 + \beta_1 (EC)$$

EC=Employee Commitment

$$\text{Organizational Performance} = 1.258 + 0.740(ec) + \varepsilon$$

The significant level is 0.000. The test proves that the coefficients of the predictor are statistically significant at less than five percent level of significance. So we will reject H₁ and accept H₀.

CONCLUSION

My research paper is beneficial for organizational executives to understand the impact of employee commitment on organizational performance. The result of the study showed that the first hypothesis that was employee commitment has positive effect on organizational performance is accepted because there is moderate positive correlation among both variables. The results of regressions and ANOVA showed that employee commitment has positive effect on the organizational performance. In this study the author has taken one independent (employee commitment) and one dependent (organizational performance) variable to predict the organizational performance. But the findings of the study showed that there are some other factors that strongly influence the organizational performance. Therefore other factors like job satisfaction, flexible working hours, psychological attachment, financial rewards, decentralized decision making and Fair performance appraisal influence the organizational performance.

LIMITATIONS

There are few limitations in this study. There is only one independent variable. The sample size was small. Convenience sampling technique was used for collection of data demographical scale was small.

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TABLES

**Reliability Statistics
table**

Cronbach's Alpha	N of Items
.905	20

Correlation table

		EMPLOYEE_COMITTMEN T	ORGANIZATI ONAL_PERF ORMANCE
EMPLOYEE_COMITTM ENT	Pearson Correlation	1	.671**
	Sig. (2-tailed)		.000
	N	100	100
ORGANIZATIONAL_PE RFORMANCE	Pearson Correlation	.671**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Regression tables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.671 ^a	.450	.444	.49934	1.610

a. Predictors: (Constant), EMPLOYEE_COMITTMEN

b. Dependent Variable: ORGANIZATIONAL_PERFORMANCE

Of Durban Watson test was 1.89 that shows no autocorrelation was found in data.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.997	1	19.997	80.203	.000 ^b
	Residual	24.435	98	.249		
	Total	44.432	99			

a. Dependent Variable: ORGANIZATIONAL_PERFORMANCE

b. Predictors: (Constant), EMPLOYEE_COMITTMEN

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.258	.296		4.247	.000
EMPLOYEE_COMITTMEN	.740	.083	.671	8.956	.000

a. Dependent Variable: organizational performance