

## Organizational Commitment and Job Performances of IT Employees

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### ABSTRACT

This research was aimed at establishing the link between organizational commitment and job performances. Job performance is the general attitude that people have about their jobs. Job factors such as the pay, the job itself, promotion opportunities, support from 2 supervisors and relationship with co-workers can affect employee's satisfaction. (Ahmad et al., 2002). Organizational commitment can be defined as a bond between an individual (the employee) and the institution (the employer) (Xiong Chen & Aryee, 2007). Organisational commitment is characterised by employee's acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Miller & Lee, 2001). This research was aimed at establishing the link between organizational commitment and job performances. The findings of the study revealed that there is a significant relationship between, there was found to have a significant relationship between the scores of organizational commitment and work performances with a negative correlation. There is or there was no significant difference on the scores organizational commitment and work performances based on gender.

**Keywords:** *Organizational commitment, work performances, IT employees, relationship*

This research was aimed at establishing the link between organizational commitment and job performances. Interestingly, there is comparatively little research that examines the organizational commitment – performance relationship (Meyer et al., 1989). This is likely attributable, in part, to the fact that several early studies failed to demonstrate a significant organizational commitment– performance relationship (Angle and Lawson, 1994; Randall, 1990). Job performance is the general attitude that people have about their jobs. Job factors such as the pay, the job itself, promotion opportunities, support from 2 supervisors and relationship with co-workers can affect employee's satisfaction. (Ahmad et al., 2002). Dissatisfaction with their scope of work was the top reason many felt unhappy at work (Daily Express, 2012). Job dissatisfied employee is most expected to show poor performance at work which might can indirectly affect the efficiency of the organization. Organizational commitment and job involvement of the employees will also be a hindrance if the employee is not satisfied with his job.

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### *Job performance*

A definition of job performance can be a full range of strategies and interventions that can be accommodating in the field of industrial and organizational (I/O) psychology for improving the performance of the employees. Recruitment and selection, training and development, and motivation are some of these strategies. Other approaches could also affect performance directly by removing hindrances that prevent people from contributing to the goals of the organization and giving them more opportunities to do so. Subsequently, a meaning of performance ought to take into consideration variety owing to contrasts in (a) qualities estimated in determination programs, (b) support in preparing and improvement programs, (c) sincerity to persuasive mediations and practices, and (d) situational limitations and open doors. The total expected value to the organization of an individual's distinct behavioural episodes over a standard period is what is meant to be considered job performance. This definition is a slightly revised version of the definition of performance we presented in a previous publication in connection with a theory of individual differences in task and contextual performance (Motowidlo, Borman, & Schmit, 1997).

### *Organisational commitment*

Definitions of the concept organisational commitment include the description by O'Reilly (1989, p 17), "an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation". Organisational commitment from this point of view is characterised by employee's acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Miller & Lee, 2001). In addition, Morrow (1993) describes organisational commitment as characterised by attitude and behaviour. Miller (2003, p 72) describes an attitude as "evaluative statements or judgements - either favourable or unfavourable - concerning a phenomenon". Organisational commitment as an attitude reflects feelings such as attachment, identification, and loyalty to the 40 organisations as an object of commitment (Morrow, 1993). Organisational commitment as an attitude is "characterised by a favourable positive cognitive and affective component about the organisation" (Meyer et al., 1993)

## **METHODOLOGY**

### *Hypotheses*

H01 - There is no relationship between job performance and job commitment.

H02 – There is no significant difference between male and female employees in job performance.

H03 - There is no significant difference between male and female employees in job commitment.

### *Variables*

- Independent variable: Organizational commitment.
- Dependent variable: work performance.

### *Sample procedure*

- Technique: purposive sampling
- Size: 120 (64 male and 56 females)
- Population: Bangalore IT employees age group of 25-50

### *Tools used for the study*

- *Job performance*

The Individual Work Performance Questionnaire (Koopmans, 2015) is an 18-item scale developed in The Netherlands to measure the three main dimensions of job performance: task performance, contextual performance, and counterproductive work behaviour. All items have a recall period of three months and a 5-point rating scale (0 = seldom to 4 = always for task and contextual performance; and 0 = never to 4 = often for counterproductive work behaviour). A mean score for each IWPQ scale can be calculated by adding the item scores, and dividing their sum by the number of items in the scale. The psychometric properties of the IWPQ have been tested and results indicated good to excellent reliability for task performance ( $\alpha = 0.78$ ), contextual performance ( $\alpha = 0.85$ ) and counterproductive work behavior ( $\alpha = 0.79$ ).

- *Organizational commitment*

To measure organizational commitment, the tool used was developed by Dhar, Mishra and Srivastava (2001). The scale consists of 8 items. The items are rated on a five – point Likert scale ranging from ‘strongly agree’ to disagree’. The scale has a reliability coefficient which is found to be 0.60 and high validity of 0.77. Cronbach’s alpha is found to be 0.75. each positive item or statement is given a score as 5,4,3,2,1. Negatively phrased questions are given reversed scoring i.e., 1,2,3,4,5

### *Procedure of the study*

The Individual Work Performance Questionnaire and organizational commitment questionnaires were provided to the participants through google form medium and they had to answer all the questions. The data collected was then used to study the correlation of organizational commitment on Work Performance among IT employees. The data will be analysed using IBM SPSS Statistics 20.

## **RESULTS**

*Table 4.1: Descriptive statistics of Organizational commitment and work performance*

<b>Variables</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
Organizational commitment	120	18.52	3.204
Work performance	120	57.77	11.400

SD=Standard Deviation

Descriptive statistics was conducted and the obtained results for N=120 shows that mean score of Organizational commitment was 18.52 with a standard deviation of 3.204 and in work performance mean score is 57.77 with a standard deviation of 11.400.

**H<sub>01</sub>: There is no significant relationship between Organizational commitment and work performance.**

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**Table 4.2 Correlation between Organizational commitment and work performance among IT employees**

	N	M	SD	1	2	3	4	5	6	7
1. Organizational commitment	120	18.52	3.204	-	-.278	-.373	-.339	.369	.920	.521
2. Work performance	120	57.77	11.400	-	-	.721	.877	.140	-.275	-.103
3.Taskperformancescale	120	18.62	4.746	-	-	-	.523	-.247	-.363	-.150
4.Contextual performance scale	120	29.82	7.870	-	-	-	-	-.178	-.384	-.020
5.Counterproductive work behavior scale	120	6.08	4.401	-	-	-	-	-	.457	-.065
6. Concern for the Organisation	120	9.42	2.764	-	-	-	-	-	-	.146
7. Identification with the Organization	120	9.10	1.266	-	-	-	-	-	-	-

(\* $p < 0.05$ )

Table 4.2 indicates that correlation between organizational commitment and work performance and the correlation of the factors of job performance: task performance, contextual performance, and counterproductive work behaviour with factors of organizational commitment one by one that is with Concern for the Organisation and Identification with the Organisation. Pearson's correlation  $r = -.278, -.373, -.339, .369, .920, .521$  ( $p > 0.05$ ) indicates that there is no significant relationship between work performance, task performance scale, Contextual performance scale, Counterproductive work behavior scale, Concern for the Organisation, Identification with the Organization with job commitment. The value  $r = .721, .877, .140, -.275, -.103$  ( $p > 0.05$ ) indicates that there was no significant relationship between task performance scale, Contextual performance scale, Counterproductive work behavior scale, Concern for the Organisation, Identification with the Organization and work performance. The values  $r = .523, -.247, -.363, -.150$  ( $p > 0.05$ ) indicates that there was no significant relationship between Contextual performance scale, Counterproductive work behavior scale, Concern for the Organisation, Identification with the Organization with task performance scale. The values  $r = -.178, -.384, -.020$  ( $p > 0.05$ ) indicates that there was no significant relationship between Counterproductive work behavior scale, Concern for the Organisation, Identification with the Organization with Contextual performance scale. The correlation coefficient  $r = .457, -.065$  ( $p > 0.05$ ) indicates that there was no significant relationship between Concern for the Organisation, Identification with the Organization and Counterproductive work behavior scale. The correlation coefficient  $r = .146$  ( $p > 0.05$ ) indicates that there was no significant relationship between Identification with the Organization and Concern for the Organisation. Therefore, the null hypothesis which states that there is no significant relationship between Organizational commitment and work performance is rejected.

**H<sub>02</sub>: There is no significant gender difference for job commitment.**

**Table 4.3 Difference in Organizational commitment based on Gender**

	Male		Female		<i>T</i>	<i>p</i>	Cohen's <i>d</i>
	Mean	SD	Mean	SD			
Job commitment	18.56	2.970	18.46	3.480	.165	.869	3.218

(\* $p < 0.05$ )

Table 4.3 showing independent sample test conducted to compare the differences in gender in Organizational commitment among IT employees. The results showed the value ( $t = .165, p < 0.05$ ) which revealed that there was no significant difference in the scores of Organizational commitment based on gender. Hence, the null hypothesis which states that there is no significant gender difference in Organizational commitment among IT

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employees, therefore the null hypothesis was accepted. With the mean value, Males are high in Organizational commitment than females.

**H<sub>03</sub>: There is no significant gender difference for work performance.**

**Table 4.4 Difference in work performance based on Gender**

	Male		Female		<i>T</i>	<i>p</i>	Cohen's <i>d</i>
	Mean	SD	Mean	SD			
Work performance	59.22	11.433	56.11	11.234	1.501	.136	11.341

(\* $p < 0.05$ )

Table 4.4 showing independent sample test conducted to compare the differences in gender in work performance among IT employees. The results showed the value ( $t = 1.501$ ,  $p < 0.05$ ) which revealed that there was no significant difference in the scores of work performance based on gender. Hence, the null hypothesis which states that there is no significant gender difference in work performance among IT employees, therefore the null hypothesis was accepted.

## DISCUSSION

The aim of the study was majorly in understanding whether there is any relationship between Organizational commitment and work performance, also to study whether there exists any significant difference in the scores of Organizational commitment and work performance based on gender. The correlation was conducted and observed the association or relationship within or between Organizational commitment and work performance in IT employees. Results showed and understood that there exists a significant relationship between Organizational commitment and work performance where there exists a negative correlation. Here, high score in Individual Work Performance Questionnaire indicates high work performances and high score in organization commitment questionnaire shows high commitment, thus, as work performance increases Organizational commitment decreases. This can be supported by previous study where a relationship was established between organisational commitment and work performance in an Agricultural company (Mguqulwa, N,2008). The results of this research support Folorunso et al.'s findings that showed the three dimensions of organizational commitment; affective, normative, and continuance organizational commitment jointly, and independently, influence employees' performance (Folorunso et al.,2014) also the research supports previous research that organizational commitment has a significant effect on employees' work performance (de Araújo and Lopes, 2014; Fu and Deshpande, 2014; Kalkavan and Katrinli, 2014; Sani, 2013).

The other results obtained was that there is no difference in gender among Organizational commitment and work performances. These results can be supported by previous findings i.e., in the aspect of commitment, there was no significant difference in the commitment of colleges of education lecturers to their job based on gender. Masculine and Feminine disparity have no effect on Organizational commitment among lecturers. Both female and male lecturers are committed to the job alike. (Tinu & Adeniji, n.d.). Also, another research where they investigated the effect of job status, gender, and employees' achievement motivation behavior on work performance which showed that gender do not have a significant effect on the work performance of employees [ $F(1,206) = .005$ ,  $p > .05$ ] (Ogunleye & Osekita, 2016).

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### **Conflict of Interest**

The author(s) declared no conflict of interest.

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