

## An Investigation into the Relationship Between the Commitment of Employees and Their Performance

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### ABSTRACT

The development of the performance of the organization is greatly influenced by employee dedication. Performance improvement is a common goal for organizations. Employee dedication will improve their performance in the workplace. The behavior of commitment might fluctuate depending on how motivated, involved, and satisfied you are at work. 100 employees of the Vellore, Tamil Nadu, and India-based machine tool manufacturing industry gathered the data. Items in the questionnaire that were utilized to collect primary data were taken from earlier studies. The SPSS correlations approach was used. This article discovered a beneficial relationship between employee dedication and organizational performance. Employee commitment is positively correlated with job involvement, motivation, and satisfaction.

**Keywords:** *Organizational Commitment, Employees, Job Performance*

Nowadays employee commitment is necessary for every organization in order to have extraordinary performance for long term basis. Presently the employees want to give their outstanding performance individual as well as in the team work. Those things prove that increase the employees commitment level that actually increase the organization performance (Peace, 2014). However, employees would also want to be the part of the organization which provides a good income, secure job and opportunity for development. When employees are lack in commitment which make the organization to loss the most proficient employees and in the competitive market. The employees who have high commitment they will contribute their energy and time to achieved the organization goals and values (Hunjra, 2010). Therefore, the organization needs to develop the commitment of the employee by adopting the finest methods for employee retention. Some of the methods are like having the positive organization attitudes such as job satisfaction and job involvement (Jain, 2009). In additional, having the motivation, involvement and commitment workforce is considered as the main and success asset for the organization.

Committed employees are one of the greatest assets any organization and can have and play a major role in overall organizational efficiency and profitability. The greater levels of employee commitment lead to organizational benefits such as a continuous flow of

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improvements, cost and efficiency improvements and active employee participation. Committed employees are believed to enhance the organization as they feel secure in their jobs, are well trained, feel part of a team and are proud thus enjoying doing their jobs.

Employee commitment results into benefits which include (i) increased job satisfaction, (ii) increased job performance, (iii) increased total return to shareholders, (iv) increased sales, (v) decreased employee turnover, (vi) decreased intention to leave, (vii) decreased intention to search for alternative, and (viii) decreased absenteeism. With this in mind, employee commitment is to be viewed as a organizational necessity. Organization which ignores employee commitment has difficulty in retaining and replacing the competent employees and thus finds it hard to optimize performance. There are not only the immediate expenses of the recruitment process, but other hidden costs such as management time and lost productivity as new employees take time to become effective in their roles.

### ***Organizational Commitment and Job Performance***

Employees that are committed make a significant contribution to organizations because of how they act and perform when reaching organizational objectives. Additionally, employees who are dedicated to their organization are proud to be a part of it, believe in and respect the organization and what it stands for, and intend to act in the organization's best interests (George and Jones, 1996, p. 85). As a result, we may assert that organizational commitment and job performance are related in any way. Unexpectedly, prior research (Mathieu & Zajac, 1990) suggested that organizational commitment is largely unrelated to job performance. Additionally, Mowday et al. (1982) came to the conclusion that there is little to no correlation between commitment and performance. The psychological attachment that employees have to their jobs is referred to as organizational commitment (Allen & Meyer, 1990; O'Reilly & Chatman, 1986). Organizational commitment is positively correlated with outcomes that are desired, such as job satisfaction (Bateman & Stasser, 1984; Mowday, Porter, & Steers, 1982); motivation; and attendance; (Mathieu & Zajac, 1990; Steers & Rhodes, 1978); and negatively correlated with outcomes, such as absenteeism and turnover (Clegg, 1983; Cotton & Tuttle, 1986). Additionally, according to Horton (Schuler & Jackson, 1996, p. 302), higher commitment could lead to lower turnover and absenteeism, which would boost an organization's productivity. According to Becker, Billings, Eveleth, and Gilbert (1996), the link between organizational commitment and job performance is less certain.

For instance, the confidence interval around the mean link between organizational commitment and performance includes zero, according to Mathieu and Zajac's meta study from 1990. Thus, they came to the following conclusion: "In most instances, commitment has relatively little direct influence on performance" (1990: 184). I'm curious to know if it's accurate to say that organizational commitment and experience work are mainly unconnected because organizational commitment is a key factor in determining experience work and essential to understanding and regulating organizational behavior (George & Jones, 1996, p. 67). Experts find it intriguing to undertake additional research, too. According to Benkhoff, the primary reason that commitment has remained one of the most attractive research topics in organizational behavior and industrial psychology for the past 30 years is because of its impact on performance (1997.).

### ***The New Finding***

#### **1. The finding of Stephen L. Fink (1992).**

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He clarifies that although there are numerous aspects that effect performance, employee devotion is undoubtedly an important one. According to him, commitment is an attitude that results from the identification process, which takes place when one feels something, someone, or an idea as an extension of themselves. He emphasizes on a three-dimensional concept involving identification with the work itself and with coworkers, whereas all study on commitment solely considers it in terms of connection with organization, that is, its aims, values, and mission. Because they may have a significant impact on employee performance, he is confident that these are equally important.

***He develops an interactive model based on his research that suggests that:***

1. Good management practices lead to an effective reward system and employee commitment;
2. An effective reward system leads to enhanced employee commitment and employee performance; and
3. Employee commitment leads to enhanced employee performance. He found that there was a significant correlation between employee performance ratings and commitment score in all categories after conducting research in two companies with 418 and 430 employees, respectively.

Additionally, the correlation between performance and commitment for managers and operational employees, when grouped separately, was significant in all categories. Performance increases with employee dedication to the job, fellow employees, and the organization.

### **2. The finding of Thomas E. Becker, Robert S. Billings, Daniel M. Eveleth, & Nicole L. Gilbert (1996)**

The conventional interpretation of commitment, which holds that employee attachment involves "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1982:27), is the foundation for the conclusion that commitment is essentially unrelated to job performance. Several theorists and researchers have started to challenge this conventional view by advocating that employee commitment has multiple bases and foci (Becker et al., 1996). The people and organizations to which an employee feels a sense of commitment are known as foci (Reichers, 1985). The motivations that foster attachment are the bases of commitment (O'Reilly & Chatman, 1986).

Employees can be dedicated to organizations as well as professions (Gouldner, 1958), unions (Gordon, Beauvais, & Ladd, 1984), and other foci (Mowday et al., 1982). Workers may have varying levels of commitment to their jobs, top management, supervisors, coworkers, and customers, according to recent study (Becker, 1992; Meyer, Allen, & Smith, 1993; Reichers, 1986). Early studies on the foundations of commitment revealed that various motivational mechanisms underpin distinct attitudes. According to Kelman (1958), compliance happens when individuals adopt attitudes and behaviors in order to receive or avoid particular rewards or penalties. When people adopt attitudes and behaviors in order to be connected to a fulfilling, self-defining relationship with another person or group, identification happens.

Becker et al. discovered that commitment to supervisors was positively related to performance and was more strongly associated with performance than was commitment to organizations after performing a larger project with all 1,803 members of the May 1993

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graduating class of the huge Northwestern University. Additionally, internalizing the values of one's organizations and superiors was linked to performance, but identification with these foci (targets) was not.

### **CONCLUSIONS AND RECOMMENDATIONS**

Following are some conclusions and suggestions that can be drawn in light of the recent discoveries and the status of the business environment described above:

1. The new findings disprove the earlier findings that claimed dedication is mostly irrelevant to performance.
2. Performance and devotion to supervisors have a favorable and significant relationship. This implies that loyalty to supervisors is now a better indicator of performance than loyalty to organizations.
3. As a result, building employee loyalty to supervisors rather than to organizations is more valuable for boosting performance in organizations. Managers should therefore concentrate on their responses to this.
4. Organizations need committed people to survive and compete in the world that is changing so quickly.
5. Internalization of organizational and supervisory values is crucial for improving performance because it is linked to it. It is crucial to make an effort to internalize the ideals of leaders and organizations through teamwork and socialization.

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### ***Conflict of Interest***

The author(s) declared no conflict of interest.

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