THE EFFECT OF ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION, ON EMPLOYEE'S JOB PERFORMANCE

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Abstract— **The main purpose of this study is to explain and Test the effects of Job satisfaction, Job performance towards Organizational commitment. Job satisfaction & employee job Performance is a pleasurable and positive result from the experience of one employee job and their job experiences. Highly satisfied person, the higher level of job satisfaction and committed towards the works and performance. It may be assumed that high level of satisfied employees towards work more committed to the organization and it's also enhance the performance of the employees based on this attitude. Data used in this study is based on primary data which were collected through closed questionnaire with 1-5 Likert scale. The result of this study showed that there is positive relationship between job satisfaction and job performance but not significant effect to job satisfaction and job performance of an employee's .The result showed that every positive efforts towards organizational has a positive effects on organization commitment and towards job satisfaction & job performance in an organization.**

Index Terms— **Organization commitment, Job performance, Job satisfaction, organizational commitment.**

I. INTRODUCTION

The main purpose behind this study is to concern of organizational practitioners is for attaining organizational effectiveness. In today competitive environment faced new challenges, every organization are today consciously realizing that fact their HR, are only factor or source of competitive advantage.

Organizational commitment is receiving increasing attention in the academic literature & has become a salient issue for the organization. Survey of the literature on occupational working environment reveals that there are a no. of factors related to job which effect the attitude & behavior of the employees & as a result of it, normal life of employers is disturbed (Mc Lean 1974).

Job satisfaction is the positive attitude of an individual towards the works which he is currently occupying. Mostly western studies indicates that organizational commitment, job performance, leadership behavior, Job satisfaction play a central role & consider as important predictors.

The dissatisfaction not only reduce the contribution or involvement of the employee but also increase intention to quit the employees of the organization, (Lok & Crawford, 2003). This study investigate the moderating effects of organizational commitment, job satisfaction & employees job performance by using a sample of Private sector employees in Delhi/NCR.

It can be revealed that individuals or employees who attain high level of support from the organization are more likely to feel a positive attitude & an obligation to repay the organization in terms of affective commitment.

Due to today's competitive environment, mostly employers engaged in job related work resulting ,ignore the stress factors those are influencing their work & life .Such a situation creates positive & unsatisfied working conditions, as a result- Job satisfaction among the employers is mainly low & their job turnover are high.

A. Managing People for Goal Achievement

Management of people at work is an integral part of the overall management process of the business firm. A well-managed organization usually sees its workers as the key resource for achieving high productivity in terms of quality products & services. An organization is effective to the degree it achieves its goals and objectives. Proper utilization of human resource is the key to organizational success.

B. Employee Motivation

Employees are said to be motivated when they display sense or desire to perform their tasks to their greatest ability based on their own initiative (Rudolff and Kleiner, 1989; Daft, 2003; and Mullins, 2005). Motivation also means that the employees strive to reach their peak performance almost every day, enjoy the continual challenge of improving results, and genuinely care about their peers and their company (Evenson, 2003)

C. Employee Commitment

Meyer & Allen (1991) define a committed employee as being the one "who stays with an organization, attends work regularly, puts in a full day and more". Committed employees not only are likely to remain with the organization, they are also likely to be actively engaged in developing firm-specific skills and knowledge, and to contribute creatively to improved work methods and other forms of innovative change to help the organization in achieving higher level of success (Buchman,1974; Blau & Boal, 1987).

D. Job Satisfaction

Workers at all levels have some expectations from their job. The concept of job satisfaction refers to the belief and perception of individual employee regarding the degree to which their expectations from the job are satisfied Price and Mueller (2009).

E. Need For This Study

Therefore, due to gaps in the western research findings when applied to Indian workforce, a need is felt for undertaking a field study regarding organizational commitments factors and its determinants, and also its outcome on performance issues among the employees of different Indian organizations. This study is particularly

proposed to focus on organizations in the NCR region; most of which have come into existence in last 10-15 years. Here workforce is of heterogeneous nature – highly educated and skilled from metro-city culture in IT & Auto sectors but less educated and semi-skilled workers from rural background & culture in many other sectors.

II. LITERATURE REVIEW

A. CURRENT BUSINESS ENVIRONMENT

- World over, business has a primary focus on providing quality products and services for customers. With rising globalization, business competition has risen; and consequently new products and services are being introduced in the market. Therefore, all business organizations are under constant pressure to fine-tune and improve their value generation chain to provide competitive products and services to their customers.

- In the current business environment, companies are operating in highly competitive markets. With rapid advancements in science & technology, innovative products are being introduced at faster pace than before. With many new products being introduced in the markets, customers are now having larger choices and markets have become buyer's markets (as compared to being seller's markets in 1990s). Now better quality products (Like TVs, Mobile Instruments, and Computers etc) are being made available at lesser price. The new success *mantra* now in better, faster, and cheaper.

- The organizational effectiveness is now the key to success and business organizations are adopting newer and newer methods and practices for making their employees more involved and committed to the organization, and give superior performance (Sumita, 2004).

- Organizations are increasingly stating that employees are their most important asset, and as a result they are constantly endeavoring to create an employment brand that is attractive to both existing employees and potential talent, while expecting a 'war for talent'.(Glen, 2006; Lumley 2010).

B. Conceptual Model and Hypothesis

The conceptual model of this study can be seen in Figure 1
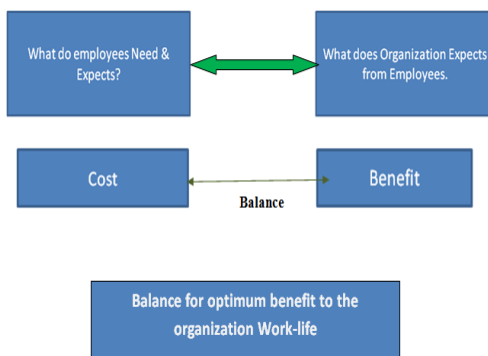
C. HYPOTHESES

1. An attitude toward work had a positive effect on the employee's job performance.
2. Job performance had a significant positive effect on the employee's job performance the employee's job

performance.
3. organizational commitment had a significant positive effect on the employee's job performance

D. ORGANISATIONAL COMMITMENT

Organizational commitment can be described as "a force that binds an individual to a course of action that is of relevance to the goals and objectives of the employing organization" (Meyer & Herscovitch 2001). It is seen to be a "psychological link between an employee and his/her organization, which results in making it less likely that the employee will voluntarily leave the organization" (Allen & Meyers, 1996). The Concise Oxford Dictionary defines Commitment as 'engagement or involvement that restricts freedom of action.'

Organizational commitment is considered to be one of the foremost important and crucial outcomes of the human resource strategies. Employee commitment is seen as the key factor in achieving competitive performance (Sahnawaj and Jual, 2006).

E. ORGANISATIONAL SUPPORT

Organizational support means according to that "employees develop global beliefs concerning the extent to which the organization values their contribution and cares about their well-being." organizational support seems to have a positive relationship with commitment.

F. ORGANISATIONAL SUPPORT

Organizational support means according to that "employees develop global beliefs concerning the extent to which the organization values their contribution and cares about their well-being." organizational support seems to have a positive relationship with commitment. It includes support from seniors, peers and juniors. Good team-spirit and mutual respect & support facilitate harmonious work relationship, happy work-relations and have been found to have positive relationship with organizational commitment (Gonzalez and Guillen (2008), to stay committed, employees should feel valued and recognized by management.

G. JOB SATISFACTION

Job Satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important by them. Job satisfaction is an emotional response to a job situation. Locke has given a comprehensive definition of job satisfaction as involving cognitive, affective and evaluative reactions or attitudes. He defines it is "a pleasurable or emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976).

People bring physical and mental abilities to their job and the workplace. Salary cheque is not the only reason for wanting a job; rather job can also be used to achieve personal goals. When a job meets or exceeds an individual's expectations, the individual often experiences positive emotions and feeling of satisfaction. Such positive emotion represents job satisfaction in him and drives him for higher level of performance. It is thus positively related to organizational commitment and also to organizational effectiveness (Green 2009).

III. METHODS

A. Sample

For Sampling, simple random sampling was used. Total 200 subjects were randomly selected from employees of an organization and were given same

questionnaire, in which, respondents indicated their opinion about their attitude toward work, and they feel about organizational commitment, their job satisfaction, and their performance.

Three dimensions of organizational commitment were measured in this study: affective commitment, continuance Commitment and normative commitment. All of the measures of commitment used a 5-point Likert-type scale with response categories (1 = Strongly Disagree; 5 = Strongly Agree). There were contrary scored items only in the measure of affective commitment.

B. Instruments and Measures

Fifty items were selected to test the relationship between attitudes toward work, organizational

Commitment, job satisfaction and the employee's job performance. Out of these fifty items, twenty five items were used to measure attitude toward work, fourteen items were used to measure organizational commitment, five items were used to measure job satisfaction, and six items were used to measure employee's job performance.

In a measure of attitude towards work, organizational commitment, and job satisfaction, this study use 5-level Likert scale, whereas 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, and 5=strongly agree. Although using a 5-Likert scale to measure employee's job performance, the meaning of each value in this scale was different from the previous measurement. In measure employee's job performance, 1=much worse than others, 2=worse than others, 3= similar to others, 4=better than others, 5=much better than others.

C. Hypothesis Test

The results of testing the hypothesis are presented in the Table 2: (I) an attitude toward work had a positive effect on the employee's job performance, but not significant ($\beta = 0.065$, p >0.05), so hypothesis 1 was not supported; (ii) job performance had a significant positive effect on the employee's job performance the employee's job performance ($\beta = 0.723$, p < 0.05), so hypothesis' 2 was supported; (iii) organizational commitment had a significant positive effect on the employee's job performance ($\beta = 0.261$, p < 0.05), so hypothesis 3 was supported.

IV.   CONCLUSION

This study able to reveal that organizational commitment has a more significant effect to job satisfaction and employee's job performance than attitude towards work.

The current study presented exhibit limitations that should be considered Since employee's job performance is one of the important factors for a business to compete in this global market, the purpose of present study is to explain and empirically test the effect of attitude towards work, job satisfaction, and organizational commitment to the employee's job performance. The results of this study suggest that managers should focus on the factors that have a significant effect on employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values.

V.   DIRECTIONS FOR FUTURE RESEARCH

To enhance external validity, future research efforts should obtain a representative sample from more organizations in different geographical areas. Furthermore, future researchers can include the other important variables.

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