Empirical Study in Organisational Commitment and Job Performance with Special References Neyveli Lignite Corporation, Neyveli

1A.Jeon Mythily, 2Dr. S.Sasikumar

1Ph.D Research Scholar, 2Assistant Professor,
1,2 Department of Business Administration and Research Centre, Rajah Serfoji Government college Thanjavur.

Abstract- Organizational commitment (OC) is a standout amongst the most principal ideas that has been investigated in connection to workforce motivation and productivity. Its significance in any association can’t be underrated. It is trusted that representatives with solid organizational will work harder keeping in mind the end goal to add to association's execution. This exploration researched organizational commitment and job performance with special references neyveli Lignite Corporation, neyveli utilizing Allen and Meyer's Three-Part Show (TCM). It likewise portrayed occupation execution of the two gatherings. Among the employees, just the affective commitment connects altogether with occupation execution while among the administrative, not a solitary commitment measurement is identified with occupation execution’

Keywords: Organisational commitment, job performance, affective commitment, normative commitment, continuance commitment.

I. INTRODUCTION

Organizational commitment and job performance are job related mentalities that have gotten impressive consideration from specialists around the world. The achievement of an association and the quest for quality depend not just on how the association takes advantage of human skills, yet additionally on how it empowers commitment to an association. Notwithstanding. Continuance estimation and checking, exact recognizable proof of different elements that straightforwardly or in a roundabout way influence the two representatives' job performance and organizational commitment is vital.

Organisational commitment

Miller (2003, p 73) also states that organisational commitment is “a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation”.

Types of Organisational Commitment

Affective commitment

Affective commitment identifies with how much employees need to remain at their association. In the event that a worker is affectively dedicated to their association, it implies that they need to remain at their association. They regularly relate to the hierarchical objectives, feel that they fit into the association and are happy with their work. Employees who are affectively dedicated feel esteemed, go about as envoys for their association and are by and large awesome resources for associations.

Continuance commitment

Continuance commitment identifies with how much employees want to remain at their association. In employees that are continuance dedicated, the fundamental explanation behind their commitment lies in their need to remain with the association. Conceivable explanations behind expecting to remain with associations fluctuate, yet the primary reasons identify with a lack of work alternatives, and remuneration.

Normative commitment

Normative commitment identifies with how much employees feel they should remain at their association. Employees that are normatively dedicated for the most part feel that they should remain at their associations. Normatively dedicated employees feel that leaving their association would have tragic results, and feel a feeling of blame about the likelihood of clearing out. Job performance is a standout amongst the most inquired about factors in the zone of workplace brain research, and has been related with various [[Psychosocial issues - the changing world of work]] hierarchical factors]] running from administration to job outline.
Employee job performance

Job performance surveys whether a man plays out a job well. Job performance, examined scholastically as a feature of mechanical and hierarchical brain science, likewise shapes a piece of HR administration. Performance is a vital foundation for authoritative results and achievement. John P. Campbell portrays job performance as an individual-level variable, or something a solitary individual does. This separates it from all the more incorporating develops, for example, authoritative performance or national performance, which are more elevated amount factors

Measuring Employees Job Performance

Effective performance administration is an all year coordinated effort among worker and manager. This is the main way you can make alterations and bolster every individual's abilities and goals.

To gauge job performance, employees should meet with their chiefs all the time. Week after week and month to month gatherings should cover up and coming tasks, barricades and friends goals. Quarterly and yearly reviews, then again, should address these four imperative subjects:
- Job description review
- Upcoming goals
- Skills assessment
- Long-term profession goals

These exchanges ought to likewise cover an assessment of the representative's work, from their most recent accomplishments, interior connections and zones for development. Not exclusively will this keep employees responsible, yet once they've been in their job for over a year, you can review old assessments to screen advance.

Research objectives

1. To examine the relationship between organisation commitment and job performance of the employee’s.
2. To investigate the organizational commitment and employee job performance of the employee’s.

Significance of Study

This study is significance for human resource department of neyveli Lignite Corporation Limited neyveli. They can identify the committed and non-committed employees of neyveli Lignite Corporation and also arrange motivation strategies according to their commitment levels. By doing this employee can improve their job satisfaction which can ultimately increase organizational satisfaction. Moreover, Neyveli Lignite Corporation can arrange the training sessions for employee who has low performance at their jobs.

II. REVIEW OF LITERATURE

Darwish A. (1999) “his investigation looks at the job of satisfaction with job security in anticipating hierarchical commitment and job performance in a multicultural non-Western environment. It likewise implies to decide the factors which add to the varieties in satisfaction with job security among employees. The experimental outcomes show that there is a noteworthy positive correlation, in spite of the fact that not extremely solid, between satisfaction with job security and authoritative commitment, and in addition between satisfactions with job security and performance. The outcomes further uncover that employees' age, instructive level, month to month wage, residency in present association, residency in present job, job level, conjugal status and an association's action do add to the varieties in satisfaction with job security among the employees.”

Shukurat Moronke, (2012) “in his research examination about the honest leaders who are perceived as having a broad awareness and worry for all partners which incorporates representative. Therefore, leaders must make a morally well disposed work environment for all employees, convey moral issues, fill in as role models and set up system for the improvement of capable employees. It is normal that leaders who show moral conduct would probably consider the requirements and right of employees and treat them reasonably. In fact, each worker need to work for a genuinely and dependable business and all things considered, corporate leaders needs to satisfy their commitments on moral issues and ascend to these desires.”

Nicholas J. Ashilla, et al., (2008), “they made the assumption of the employee self-assessment of their job performance and turnover intentions give reasonable intermediaries of genuine service recovery performance and turnover given that FLEs are in the best position to assess social occupation results. Future research ought to look at genuine service recovery performance and turnover. This would involve a review of clients with the objective of finding out their perspectives on service recovery endeavors and their resultant satisfaction, or absence of it, and additionally drawing upon objective turnover data from company records. Our outcomes additionally open the way to research other SOEs that have pursued the corporatisation procedure and the individuals who are in the early tosses of transitioning to a 'NPM' orientation."

have demonstrated the relationship between organizational commitment and corporate culture (Cohen, 2000; Geiger, 1998), or the impact of corporate culture on performance (Kotter and Heskett, 1992; Denison, 1990; Van der Post et al., 1998) however did not demonstrate the potential relationships of these three factors (corporate culture, organizational commitment and performance) in a coordinated way. This examination, therefore, has demonstrated the vital relationships of these three factors in an organizational setting, especially in a creating nation. The discoveries likewise recommend the contingent relationship that must be considered in creating fitting administration advancement programs in the organization. For instance, in a bureaucratic culture, it might be troublesome for chiefs to look for a fitting kind of commitment to be ingrained among the workers. Be that as it may, in the aggressive culture, the administration advancement program should centre on continuance kind of commitment among representatives in order to improve the performance of the organization. This exploration has additionally given us a superior understanding of the relationships of these factors with a specific end goal to upgrade administrative adequacy and organizational success”.

Dr. Rebecca C. Tolentino, (2013) “they established that the scholastic and managerial personnel vary essentially as far as organizational commitment. The scholastic personnel have more elevated amounts of affective and normative commitment while the continuance commitment of the authoritative personnel is essentially higher. Among the three dimensions of organizational commitment, affective commitment was observed to be fundamentally identified with the activity performance of the scholarly personnel. Abilities preparing among the managerial employees ought to be offered on the grounds that some of them feel insufficient as appeared by their emotions that there are not very many choices outside the organization. Contribution of both the scholarly and managerial employees ought to be strengthened for them to feel that the issues of the college is additionally their own”

III. METHODOLOGY

The methodology section describes the research design, participants, procedures, survey instruments, and structural equation model used to test the hypotheses. It is separated into sampling measures, reliability test, data collection as well as data analysis.

Sampling
To achieve the objectives of this study, sampling data were collected from 200 respondents by simple random sampling technique.

Instruments
With the help of structured questionnaires which were organizational commitment and employee job satisfaction, data were collected from the employees.

Organizational commitment and Employee’s job performance measure:
This questionnaire was applied to know the organizational commitment and job performance of the employees. It was validate and urbanized by William and Anderson]. Responses were recorded on 5 point - likert scale, 1=strongly disagree and 5=strongly agree. It has four items and high score shows high job performance and low score shows low job performance

IV. DATA ANALYSIS

Introduction of Structural equation model
Structural equation modelling is a multivariate statistical analysis technique that is used to analyzed structural relationships. This technique is the combination of the factor analysis and multiple regression analysis, and it is used to analyze the structural relationship between variables and latent constructs. This method is preferred by the researcher because it estimates the multiple and interrelated dependence in a single analysis. In this analysis, two types of variables are used endogenous variables and exogenous variables. Endogenous variables are equivalent to dependent variables are equal to independent variable.

The variables used in the structural equation model are:
❖ Observed, endogenous variables
  1. Job performance
❖ Observed, exogenous variables
  1. Affective commitment
  2. Continuous commitment
  3. Normative commitment
❖ Unobserved, exogenous variables
  1. Error of the Job performance
❖ Hence the number of Variables
  Number of variables in your model : 5
  Number of Observed variables : 4
  Number of unobserved variables : 1
  Number of exogenous variables : 4
  Number of endogenous variables : 1
When AFFECTIVE COMMITMENT goes up by 1, JOB PERFORMANCE goes up by 0.019. When AFFECTIVE COMMITMENT goes up by 1 standard deviation, JOB PERFORMANCE goes up by 0.019 standard deviations. The regression weight estimate, .019, has a standard error of about 0.020. The probability of getting a critical ratio as large as 0.978 in absolute value is .328. In other words, the regression weight for AFFECTIVE COMMITMENT in the prediction of JOB PERFORMANCE is not significantly different from zero at the 0.05 level (two-tailed).
The estimated negative sign implies that such effect is negative that overall job performance of the employees would decrease by 0.019 for every unit increase in organisational commitment of the employees and this coefficient value is not significant at 5% level.

When CONTINOUS COMMITMENT goes up by 1, JOB PERFORMANCE goes up by 0.678. When CONTINOUS COMMITMENT goes up by 1 standard deviation, JOB PERFORMANCE goes up by 0.661 standard deviations. The regression weight estimate, .678, has a standard error of about .024.

The probability of getting a critical ratio as large as 28.461 in absolute value is less than 0.001. In other words, the regression weight for CONTINOUS COMMITMENT in the prediction of JOB PERFORMANCE is significantly different from zero at the 0.001 level (two-tailed).

The estimated positive sign implies that such effect is positive the overall job performance of the employees would increase by 0.678 for every unit increase in organisational commitment of the employees and this coefficient value is significant at 0.001% level.

When NORMATIVE COMMITMENT goes up by 1, JOB PERFORMANCE goes up by 0.322. When NORMATIVE COMMITMENT goes up by 1 standard deviation, JOB PERFORMANCE goes up by 0.371 standard deviations. The regression weight estimate, .322, has a standard error of about .021. The probability of getting a critical ratio as large as 15.595 in absolute value is less than 0.001. In other words, the regression weight for NORMATIVE COMMITMENT in the prediction of JOB PERFORMANCE is significantly different from zero at the 0.001 level (two-tailed).

The estimated positive sign implies that such effect is positive the overall job performance of the employees would increase by 0.322 for every unit increase in organisational commitment of the employees and this coefficient value is significant at 0.001% level.

<table>
<thead>
<tr>
<th>Indices</th>
<th>Value</th>
<th>Suggested Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square value</td>
<td>1.260</td>
<td>&gt; 0.05 [Hair et al., 1998]</td>
</tr>
<tr>
<td>P Value</td>
<td>0.533</td>
<td>&gt; 0.05 [Hair et al., 1998]</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>0.630</td>
<td>&lt; 5 [Marsh &amp; Hocevar, 1985]</td>
</tr>
<tr>
<td>GFI</td>
<td>0.997</td>
<td>&gt; 0.90 [Hu and Bentler, 1999]</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.981</td>
<td>&gt; 0.90 [Hair et al., 2006]</td>
</tr>
<tr>
<td>CFI</td>
<td>0.999</td>
<td>&gt; 0.90 [Hair et al., 2008]</td>
</tr>
<tr>
<td>RMR</td>
<td>1.348</td>
<td>&lt; 0.08 [Hair et al., 2006]</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.000</td>
<td>&lt; 0.08 [Hair et al., 2006]</td>
</tr>
</tbody>
</table>

Source: Output generated from Amos 20

Based on the result generated by SPSS 20, it is found that the calculated P value is 0.533 which is greater than 0.05 which indicates the model is fit. And also the CMIN/DF value is less than 5 which indicate the model fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 0.999 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) value is not less than 0.08 which indicates the models is not fit. But in case of failure in RMR value, RMSEA (Root Mean Square Error of Approximation) value is (0.000) less than 0.08 which indicates the model is perfectly fit.

V. DISCUSSION

This study demonstrates that the affective commitment does not act as an important predictor of job performance. While, in the organisational commitment does act as an important predictor of job performance, continuous commitment, normative commitment in the organisational sample. In this study, majority respondents perceive that the levels of affective commitment, continuous commitment, normative commitment and job performance are high. This situation posits that the employees have put a greater endeavour to organise the employee
commitment this would give more encouragement to do work.

VI. CONCLUSION

This study suggested a conceptual framework based on the organisational commitment literature. The instrument used in this study acceptable standards of validity and reliability analyses. The result of SEM model analysis showed that organisational commitment significantly correlated with job performance. A systematic review of the unstructured interview results shows that this finding may be affected by one factor that is majority respondents feel that they have not received clear information. A systematic review of the unstructured interview results shows that this finding may be affected by one factor that is majority respondents feel that they have not received clear information about affective commitment, continuous commitment and normative commitment while in a new system of measuring employee’s job performance should be designed to compliment the often self-evaluation of the employees. Organisation should encourage the employees by special training and this serve an opportunity for employees to learn and evaluate the job performance of the employees. Thus, these positive outcomes may lead to maintained and increased organisational commitment of the employees.

REFERENCE


[2]. Shukurat Moronke Bello, Lecturer Department of Business Administration and Entrepreneurship Bayero University Kano, Nigeria P.M.B 3011, Kano, Nigeria, “Impact of Ethical Leadership on Employee Job Performance”, International Journal of Business and Social Science, Vol. 3 No. 11; June 2012, pg 228–236


[5]. Dr. Rebecca C. Tolentino Pamantasan Lungsod Maynila “Organizational Commitment and Job Performance of the Academic and Administrative Personnel”. International Journal of Information Technology and Business Management 29th July 2013. Vol.15 No.1 © 2012-2013 JITBM & ARF. All rights reserved ISSN 2304-0777 beck_tolentino@yahoo.com pg 51 – 59

[6]. https://cultureiq.com/

[7]. Job performance From Wikipedia, the free encyclopaedia