



## Relationship between Affective Commitment, Continuance Commitment and Normative Commitment towards Job Performance

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### Abstract

Organizational Commitment plays an important role in the outcome produced by the employees. This is important to the organization due to the survival in the business world and competing with other organization. Good organizational commitment, will help the employees see the value of themselves in organizations and how they will contribute to the organizations with a good job performance which will affect the outcome and the productivity of the organizations (Hofstetter, H. and Cohen, A. (2014). The objectives of this research were to study the relationship between organizational commitment and job performance. Thus, convenience sampling technique was utilized, and the sampling frame used in this research was the employees at Wisma Sumber Alam. In the previous research, there were studies conducted on organizational commitment and job performance at private organization in Malaysia. Moreover, the researcher examined the findings of the study by distributing the questionnaires to the selected respondents which various from different age, gender, marital status, education level, duration of service and working group. In addition, this study was conducted using the adopted version of a Three-Component model (TCM) of commitment and questionnaire developed by Beasley, Allen, & Myers, N. (1997) and Motowildo (1994) and Mamat (2015). Hence, 120 respondents were selected as a sample size to answer the questionnaire provided by the researcher. The researcher interpreted the data received from the respondents and proposed appropriate recommendation to the organization and for future research. Subsequently, the findings revealed that the organizational commitment which are affective commitment, continuance commitment and normative commitment have significantly affected the job performance among the employees in the organizations.

**Keywords:** Affective commitment, Continuance commitment, Normative commitment, Job performance, Employees.

### 1. Introduction

Generally, there are three dimensions of organizational commitment which are affective commitment, normative commitment, and continuance commitment. Affective commitment refers to employee's emotional attachment to the organization, including beliefs and desires regarding organizational goal achievement. Normative commitment is referring to employee's feelings of obligation to remain with the organization. Finally, continuance commitment is based on the cost incurred by employees if they wish to leave the organization. These dimensions can affect job performance in organizations. Job performance refers to the work-related activities expected of an employee and how well those activities are executed. Job performance is the achievement of a designed take with a time set and done by a person which later is measured by using performance management (Shahzad, Luqman, Khan & Shabbir, 2012). Another study stated that the organization acknowledges that an employee's performance is



related to the result of their job performance (Daniel, 2014). The employee's empowerment and employee's involvement are essential components to contribute to success in the organization (Sofijanov & Zabijakin-Chatleska, 2013). Therefore, this study is conducted to investigate the relationship between organizational commitment and job performance.

## **2. Research problem and objectives**

A study mentioned that an organization's success, which comes from an excellent job performance of employees, depends on the level of organization the company has (Liou, 2008). Besides that, a more recent study was done among nurses in India, which claims that job commitment does have its effect on job performance (Sharma & Dhar, 2016). On the other hand, some studies had been done regarding the relationship between organizational commitment and job performance, which concluded that it was not the organisational commitment, but employee's commitment to their job is what influences job performance the most (Schoemmel & S. Jønsson, 2014). Organizational commitment is always related to another factor, which is job satisfaction (Kwak, 2014). In every organization disregarding whether it is from the public sector or the private sector, there will always be employees who are not satisfied with their current situations and jobs at the workplace. Many factors affect the job satisfaction of the employees such as biases in the workplace, conflict with other workers and many more.

Other factors contributing to poor job performance includes employee absenteeism. This issue can significantly affect employee's performances in the organization. Thus, it can lower productivity and the employees' motivation at their workplace. When the employees have low commitment to their respective jobs, they are unable to see how their actions might affect the organization and the organizations' profits. According to, Carabelli (2015), employees who sometimes feel that their job is a temporary thing, may not be satisfied for many or other reasons because they feel their low-level position is less significant or important to the organization. Therefore, in turn, may result in them, whether unconsciously or consciously, into producing a feeling that can disrupt their loyalty or commitment to their jobs. The results of employees' performance aspects, the level of commitment an employee can be assessed from attendance at work, the performance of assigned duties and organizational behaviour. Employees who are committed to their jobs will enjoy their work and time spent at the workplace. They are bound to follow and as well as believe in the goals and values of the organization and show more exceptional job performance and efficiency in the workplace. This has proven in a study done by Rani and Mishra in (2008).

However, all these findings and studies are done mostly in foreign countries, indicating limited research on the relationship between organizational commitment and job performance locally. Therefore, the researcher takes this opportunity to investigate the relationship between organisational commitment and job performance in Kuching, Sarawak. Therefore, the objective of this research is to determine the relationship between organizational commitment and job performance among employees at Wisma Sumber Alam.

## **3. Literature Review**

### **3.1 Affective commitment**

Affective commitment concept is initially derived from the Social Exchange Theory (SET), founded by Sharma & Dhar (2015). Based on past studies done among non-governmental universities in Ankara, Turkey, affective commitment was found to affect job performance positively (Inanc & Ozdilek, 2015). In this study, Inanc & Ozdilek stated that academicians who has a high level of affective commitment often develop positive impact on their job satisfaction. This, in turn, helps the academician to feel more motivated and productive which results in excellent job performance. Another past research that has been done in Denmark also indicated that while affective commitment does not have any significant connection to the employees' intention to quit, it however, does have a positive impact on the employees' job performances instead (Schoemmel & S. Jønsson, 2014). In detail, Schoemmel & S. Jønsson concluded that the level of affective commitment of an employee often indicates employees' intention to quit the company. The level of affective commitment in an employee was influenced by factors that vary, such as the company's building infrastructure, the organization's facilities, and conflicts at the workplace. The emotional attachment of an employee increases an employees' trusts towards the organization, as well as their sense of responsibility Allen and Meyers (1991) as cited in a study done in Lahore, Pakistan by Basit (2018), which in turn influences on the employee's job performances. Also, previous research has shown that employees with a high-level affective commitment possess a high sense of loyalty (Harrison-Walker, 2001) towards their organization with the desire to remain in that organization (Lee, 2008).



### **3.2 Continuance commitment**

Continuance commitment was defined as the needs to remain in the organization because employees can overcome costs related problem to the organization if they quit the organization. According to (Kaplan & Kaplan, 2018), employees who believe that should they leave their current employment, they might not be able to find other job alternatives, therefore, prefer to stay. Take today's situation as an example; due to the Covid-19 pandemic many businesses are not doing well. Many employees remain in their current employment despite the deduction in salary due to company's financial struggle. The same study also indicated that those with strong continuance commitment also demonstrate strong desire to secure their job rather than to quit the job. It can be summarized that continuance commitment is related to job performance based on the pervious study. In addition, previous study by (Inanc & Ozdilek, 2015) investigated continuance commitment and job satisfaction of academic staff in Turkey. It stated that Continuance commitment was the factors of the thoughts of the employees that because if they leave the organizations the problem would be too serious like the changes of places, not being able to adapt to another organization, or not being able to find another job. Continuance commitment can be clarified by the investments made to the organization and the perceived alternatives for finding another job. Lastly, according to Sanposh, R. (2011) clearly defined continuance commitment as commitment based on the perceived costs, both economic and social of leaving the organization.

### **3.3 Normative commitment**

Normatively commitment define that employees feels emotionally attached to their organization and experience moral obligation to their employer, respectively, illustrate the calculative aspect of employee's commitment towards an organization. The employee's job must be suitable because it determines whether the employee is well-suited for the job (Zheng et al., 2010). Committed employees are expected to perform at their maximum effort to make sure that the organization can achieve its strategic aim. (Dessler, 2011). This is because, they feel that it is their responsibility to help organization achieve its objectives. Another past study that had been in done in Yogyakarta and Surakarta also said that the employees who have committed will be able to ensure that they will keep working and stay within their organization (Tarigan & Ariani,2015). In detail, normative commitment reflects the feeling of obligation to continue employment (Johar, Nor, Hassan, and Musa, 2018). Normative commitment means that, there will be employees who have loyalties towards the company. When employees are more committed to the organization, they will be more willing to work above and beyond the employment agreement contract. Committed employees feel greater responsibility, thus, reducing the manager's need to monitor and supervise. Committed employees are expected to be less likely to leave the organization, resulting in the reduction of recruitment and selection expenditures (Mahal, 2012).

### **3.4 Organizational commitment**

Organizational commitment was defined as an attitude reflecting workers' loyalty to their organization (Luthans, 2005; Nurul Farihin Mhd Nasir et al, 2019). This means, employees committed to the organization they work. Organizational commitment is a core predictor of an employee's attitude to the organization and was a reliable indicator of turnover behavior, withdrawal tendency, and organizational citizenship behavior Rose & Wright (2005). For example, if the employees committed and satisfy with the organization, they will give good attitudes towards organizations. Furthermore, according to a study conducted at Manila, she stated that a high commitment environment improves employee retention rate, reduces operating costs, and promotes employee performance efficiency (Liou, 2008). To ensure that employees are satisfied and committed to their jobs, there was a need for a reliable and affective motivational strategy at various levels of the organization. The most used theories in organizational commitment are the three-component model, which is the affective commitment, continuance commitment, and normative commitment. This means, these three components are very important component that will affect organizational commitment. These three components have been the leading approach in studying organizational commitment for more than 20 years (Cohen, 2007). Recently, it has been the most widely accepted conceptualization of organizational commitment (Herrbach, 2006; Saida Zainurossalamia et al, 2020)). Furthermore, Tella, Ayeni & Popoola, S (2007) have found a strong relationship between organizational commitment and job performance. According to them, job performance determines mostly on how well an organization meets the employee's expectations.

### **3.5 Job performance**

Job performance was defined as "the extent to which employee contributed to organizational effectiveness, which was depending on the work role of the individuals have. Besides that, job performance, also known as work performance. According to (Caillier, 2010), job performance is a term referring to the quality of work of an employee, which has become an essential factor in terms of the marketing competition among the organizations. Based on (Johanim Johari,2016), job performance is one of the vital outcomes that has been within an organizational for a continuous measure. This means, job performance of employees will



affect organizational performance. Therefore, job performance has given a serious attention and focuses on both organizational psychology and human resource management. This is because, from job performance help to measure the employees who have performed well in the organization. Apart from that, job performance is one of the assessments used to measure employees' efforts and behaviours. The job performance of an employee is one of the significant assets in any organization. Job performance can result in the forming of healthy competition, that an individual can make a high contribution to the organizational. Another study done by Yeh & Hong (2012) stated that job performance is considered as a factor that contributes to employee's productivity that will also affect the quality of their jobs.

#### 4. Methodology of Study

In this chapter, the researchers covered the research design and the methodology on the three elements of the organizational commitment, which might affect the job performance among the employees at Wisma Sumber Alam. It included sampling population, data analysis, instrument, validity, and reliability of the study. Furthermore, the research design ensured that the researchers actively address the research problem as it established the blueprint meant for the collection, measurement, and analysis of data. Non-Experimental research was used for this study, which was categorized as a correlational study. According to Loppini, Gizzi, Cherubini, Cherry, Fenton & Filippi (2019), Correlation refers to a relationship between two variables. Whereby correlations can be strong or weak as positive or negative, and there might be no relationship between the variables. Therefore, a quantitative method had been used in this study that attempts to identify the relationship between organizational commitment and job performance among the employees in Wisma Sumber Alam by using the questionnaire instrument. For this study, the sampling technique used was a convenience sample technique because the way of collecting the data was by distributing the questionnaire. The study was conducted in MBKS with a questionnaire to 800 employees and the sample size needed according to (Trejcie and Morgan) table was about 260 respondents. Section A of the questionnaires contained a set of question that required respondents to give respond on their demographic backgrounds such as their "Sex," "Age" and "Role." Section B, on the other hand, touched on the variables of the study; "Affective Commitment," "Normative Commitment," and "Continuance Commitment." The last section of the questionnaire, "Section C," covered the aspects of the employee's job performances. A Likert-scale was used in section B and section C, where respondents rated their agreeableness on a 1 to 5 scale. For data analysis, the data was analyzed with the Statistical Package for Social Sciences (SPSS) version 25.0.

#### 5. Finding and Discussion

##### 5.1 Demographic Profile

Variable	Label	f	%
Gender	Male	65	59.1
	Female	45	40.9
Age	Below 21 years old	4	3.60
	21 years old – 30 years old	18	16.4
	31 years old – 40 years old	41	37.3
	41 years old – 50 years old	25	22.7
	51 years and above	22	20.0
Marital Status	Single	38	34.5
	Married	70	63.6
	Divorced	2	1.80
Education	SPM	19	17.3
	STPM	19	17.3
	Diploma	24	21.8
	Degree	33	30.0
	Master	15	13.6
Year of service with the organization	Less than 1 year	17	15.5
	1 – 5 years	33	30.0
	6 – 10 years	35	31.8
	Above 10 years	25	22.7



Working group	Professional Staff	36	32.7
	Support Staff	74	67.3

### 5.2 Normality Test for the Variables

Variable	Skewness	Kurtosis
Job Performance	.218	-.650
Affective Commitment	-.273	2.643
Continuance Commitment	-.026	-.096
Normative Commitment	.297	.311

The result for normality shows that all the data are normal since the value for skewness and kurtosis are within the range as suggested by Pallant (2009). The normality of data can also be observed through graphs, histogram graphs and all of variables is normal because the boxplot has displayed the line in the box. Table 5.2 shows the detail on the normality test for the variables

### 5.3 Mean and Standard Deviation of the organizational commitment and the employee performance

Variables	N	Mean	Std. Deviation
Organization Commitment	110	4.1097	.31212
Affective Commitment	110	4.2000	.40365
Continuance Commitment	110	4.0182	.53676
Normative Commitment	110	4.1109	.43649
Job performance	110	4.2236	.40341

Referring to the Likert Scale 5-point, which calculated the degree of consensus used for this study. The interpretation of the Office Environment scores was based on the Best 's Principles (Thaoprom 2004) where the maximum-minimum scores were divided by three ranges of high, medium and low. Which is  $5-1/3 = 1.33$ . Which mean scores 1.00 to 2.33 = Low job performance, scores 2.34 to 3.67 = Medium job performance, scores 3.69 to 5.00 = high job performance. Therefore, the mean score for the organizational commitment shows 4.10 score, it means that the score is in the range of a high score. Based on the research done, the respondents agreed that affective commitment, continuance commitment and normative commitment have significant influence on the employee's job performance as the mean is in the range of the high score which is 3.69 to 5.00. Whereby, Affective commitment has the most influence on the job performance which the mean is 4.2000 and the standard deviation is .40365.

### 5.4 Distribution of Cronbach's Coefficient Alpha

Variables	No of Item	Cronbach's alpha
Job Performance	5	.713
Affective Commitment	5	.718
Continuance Commitment	5	.823
Normative Commitment	5	.747



The items are considered reliable. The result from the reliability test for the given data shown that all the items were reliable since the Cronbach's alpha is above 0.7. It stated that continuance commitment is the most reliable item on the table where the Cronbach's alpha is .823

### **5.5 Pearson Product-Moment Correlations between Organizational Commitment and Job Performance**

Variables	1	2	3	4
1.Job Performance	1	.289**	.395**	.237*
2.Affective Performance		1	-.174	.135
3.Continuance Performance			1	.561**
4.Normative Performance				1

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

\* . Correlation is significant at the 0.05 level (1-tailed).

Normality test was done on the data given and the result shows that all the variables for this data were normal as the value for skewness and kurtosis is between +2 and -2 (Pallant,2009). The Pearson Product Moment Correlation Coefficient was used since the data is normal.

The relationship between the variable for affective commitment is stated 0.289 which relatively has medium strength relationship between IV's and DV's. (Small  $r = 0.1$  to  $0.29$ , Medium  $r = 0.30$  to  $0.49$ , Large  $r = 0.50$  to  $1.0$ ) (Pallant 2009). This variable also shows that the correlation is significant which the value more than 0.01 level. This correlation indicates that the greater the affective commitment, the better the job performance by the employee. The higher an employee's level of affective commitment, the more likely they are to bring extra effort into others. This strengthened their relationships among their colleagues, contributing to a better perceived work atmosphere for the officers. Based on the study conducted by Inanc & Ozdilek (2015) stated that a high level of affective commitment often has a positive impact on their job satisfaction, in return the employee will feel more motivated and become productive which results in excellent job performance.

Meanwhile, the relationship between the variable for continuance commitment correlation 0.395 which relatively has medium strength relationship between IV's and DV's indicates that the greater the continuance commitment, the better the job performance by the employee. The employees who have the high continuance commitment possibly will not participate at work in any event or volunteerism as required by the organization where the employees work. According to the study conducted by Kaplan & Kaplan (2018) stated that, they will be considered that they do not had any other job alternatives and will not find a new job, employees preferred to stay in the organization. In addition, employees that are influenced by continuance commitment will only stay because they must stay at the organization, are devoted to the organization in the satisfying way and may leave when another opportunity comes to them. This type of commitment occurred when employees thinking of the positives and negatives of leaving the current organizations.

Lastly, the relationship between the variable for normative commitment among employees at Wisma Sumber Alam is stated 0.237 which relatively has medium strength. This correlation indicates that the greater normative commitment, the greater the job performance by the employee. Employees who are loyal to the organization because they want to achieve higher levels of commitment to their work and job. Employees tend to focus their commitment to the activities which they believed to be valued by the organization. Therefore, based on Mahal (2012), when an employee is more normatively committed to the organization, they will be more willing to work above and beyond contract agreed by employees and employer.

### **6.0 Conclusion and Recommendation**

The purpose of this study is to investigate the relationship between organizational commitment and job performance. This study provides valuable management information in understanding the factors affecting employee job performance that can characterize employee engagement with the organization, namely, affective commitment, normative commitment, and continuance commitment. Such three responsibilities assist management in developing a favourable working climate, improving job efficiency and at the same time increasing work dedication. This study seeks to focus on organizational commitment and job performance among the employee's at Wisma Sumber Alam.



It is concluded that the respondents agree that organizational commitment that include affective commitment, continuance commitment, and normative commitment have a direct impact on their job performance as seen in the result. This is because, the entire variable showed that organizational commitment will have influence on the way they perform their jobs. Wisma Sumber Alam has demonstrated a strong organizational commitment to their employees. Therefore, they agree that every commitment made by the employees will influence their work productivity. Continuance commitment has also shown the highest outcome of agreement among respondents. Majority of the respondents also agree that all independent variables have the relationship to their job performance.

First recommendation, create a strong teamwork culture and building a strong collaborative culture that nurture a healthy work environment. This is because, not all employees can be the same in an organization. For example, when people come from different backgrounds, there will be differences in how they see and perceive things. Therefore, organization needs to promote a team building culture, then employees will be motivated to work together and achieve more. This will help boost their level of commitment and create a long-term harmonious work culture. Furthermore, communicate clear goals and expectation to the employees. This is because, most of the employees want to be part of an exciting opportunity and they want to know what is most important in their career and how they can achieve success in their profession. For more meaningful and efficient objectives, the management's priorities, and expectations should be clearly communicated to employees. Employees remain loyal to the organization where their feelings are acknowledged and valued.

Then, be transparent and encourage open communication. This means, allowing employees to take part in decision making is one way they can make greater contribution to organization. When an organization is transparent with its employees and shares numbers and figures with them, there is a greater chance that employees will feel valued and it shall increase their sense of belonging. Next, maintain work ethics. This is because, the employees would like to feel positive about the organization in which they work. Having high work ethic standards makes a person feel motivated and respectful towards the organization. When employees are aware of high morals in an organization, they remain associated with the organization. Good work ethics ensures that employees stand equal level to perform and to grow in their careers.

After that, provide constructive feedback and not criticism. This means, employees should receive constructive feedback whenever necessary. They should be appreciated for what they do good that will help them to uplift their morale. Tell employees when they are wrong but do more- tell them why it is wrong and, above all, how to do better. Criticism and positive feedback make a difference. Lastly, offer incentives. This means, when an employee performs exceptionally well, it is essential that the employee knows the contribution he/she made is valued by the organization. For example, rewarding the employee with incentives as acknowledgement to his/her exceptional work and dedication is a good idea. If the company requires workers to have satisfactory job obligations, it is important that management adequately rewards them because different things motivate different people. A happy and committed employees are assets to every organization. It is important to value people who are dedicated and committed. Organizations need to dig deeper and find the root that cause of their employees' problems and take serious action to reduce the turnover of employee.

As for future research, the researcher faced difficulties in interpreting the data obtained through the questionnaires provided to Wisma Sumber Alam employees during the study. These difficulties are primarily a consequence of the limited time needed by the respondents to respond. Therefore, it is recommended that future researchers distribute their questionnaires ahead of time to eliminate such situation. In addition, the researcher would also like to suggest that potential researchers increase their sample size to achieve a more precise result. This is because each respondent can have a different set of schedules, which may impact the respondents' ability to respond correctly. In fact, the researcher would also like to suggest that potential researchers increase their sample size to achieve a more precise result. This is because each respondent may have a different set of schedules, which may affect the respondents' ability to respond correctly.

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