

Exploring the Impact of Organizational Commitment on Employees Performance

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ABSTRACT: *This study tests the relationship between organizational commitment and employee's performance in textile sector of Faisalabad in Pakistan. Questionnaires were sent in selected firms of textile in Faisalabad. 179 samples were chosen, the figures were evaluated on SPSS 22.0. Regression and correlation tests were utilized. The outcome indicates that there is a momentous and affirmative relationship among employees performance and organization commitment. Affective and normative commitment has positive impact on employee's performance but continuance commitment has no significant impact on employee's performance.*

KEY WORDS: *organizational commitment, employee's performance, normative commitment, affective commitment, continuance commitment.*

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I. INTRODUCTION AND LITERATURE REVIEW

Employees play a significant role in influential primary factors that discover the organization achievement in a viable situation. Now it becomes obligatory for each organization to comprise complete intensity of its employee commitment in array to comprise high level of performance in long run. The factors that raise employee's commitment in the organization that finally boast up the performance of the organization.

In past organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity. Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better organizational performance that leads to organizational success. To assess the behaviors inside organizational settings similar to organizational commitment, job contentment, revenue intentions, impetus and performance many researches were conducted. Somers & Birnbaum (1998) examined the correlation of job commitment to performance efficacy and resulted in a constructive relationship. Job commitment has many other outcomes in which job satisfaction is one. In an organization an important need of workforce is to create a confidence affiliation connecting administrator and employees. To reduce the cost in organization trust plays an important role as control mechanism, and employees will have personal motivations to work. If administrators want to reduce the absence among the employees, administrators should have to make policies that make the employees to be committed towards their job. What is commitment? Commitment is a mind-set as regards to employees' faithfulness towards organization and it's a broken practice that explains itself by individuals' involvement in organizational decisions, giving interest to members, and organization's benefits and achievements.

Organizational Commitment:

Organizational commitment concept is a multi-dimensional concept. There are three models of organizational commitment anticipated by Meyer et al. (1991), like affective commitment, normative commitment and continuance commitment.

Affective Commitment:

Affective commitment basically denotes the passionate link between employees of organization and organization itself, and it also denotes the association of employees with accomplishments of organization. Affective commitment is an affirmative approach towards the organization (Singh & Gupta, 2015). The employees having high affective commitment will stay with firm because they want to work with that organization.

Normative Commitment:

Normative commitment defines the sense of workable attachment with business. Persons keep on committed towards an organization after a perceived commitment to pay back the organization for enhancing

their capabilities by investing in them, such as, through training, research and development (Singh & Gupta, 2015). Employees having great normative commitment will want to work with organization.

Continuance Commitment:

Continuance commitment denotes the consciousness of employees to leave the organization when the organization is gone astray as it is developed by Meyer and Allen (1991). It gives the impression that employees having great continuance commitment will live in organization because they have a definite call from being the member of organization.

Statement Of The Problem:

Employee's productivity will be less due to the lack of organization commitment and as a result the organization will not be successful to achieve its main objective. An organization can obtain its employees commitment with organization by using the tools of motivation and incentives. To check how employee and employer can be committed and to check the impact of organizational commitment on employees performance and on organizational productivity the study is going to be conducted

Employee commitment, yield issues are rising as the mainly serious employees supervision challenges of the future, determined by workers faithfulness concerns, company reformation struggles and struggle for main talent, for several organizations disclosure workers departures can have a considerable outcome on the implementation of business policy and may ultimately reason an analogous decline in output. Employee loyalty has been described as consisting of sentimental and /persistence attitude, differences involving commitment and employment contentment are seen in many ways. Commitment is a universal reaction to a business and job contentment is a reaction to a particular job or a range of facets of the employment and also an mind-set toward job linked circumstances, facets, or aspects of the employment. So, loyalty suggests further affection to the employing organization as opposite to precise responsibilities, environmental factors, and the site where the duties are paid. Job satisfaction will increase with the passage of time

Meyer and Herscovitch (2001) recommend that commitment is "a strength that binds a person to a way of achievement of significance to one or more targets". Workers are theorized to experience this strength in the shape of three mindsets: effective, normative, and continuance, which imitate expressive ties, supposed requirements, and supposed ruined overheads in relation to a goal, in the same way (Allen and Meyer, 1990). so, any level that purports to estimate organizational commitment should be solitary of mindsets and should be a state of the objective, what the staff member is dedicated to, be real it the business organization, a group, a revise plan, or an aim. Richard Steers (1977) studied that the employees who are more committed hope to downsize from the organization at lowest stage. It has been observed that committed employees have deep intention to stay in the organization and tried their best to perform their job and definitely it will boast up their positive behavior for the organization and at the end result the productivity as well as performance of organization will increase Samad (2011) studied impact of organizational commitment and job performance, and thus the research resolute outcome of job satisfaction on association among firm's commitment and work enactment. A self-administered inquiry form was hired and circulated among high-ranking and medium administration of manufacturing sector especially in electrical companies in Malaysia. Outcomes discovered that there was a +ve relation among organizational commitment and job performance. Ahmad (2013) tested the effect of organizational commitment on employee's performance in the Malik bank employees. The outcome discovered that dimensions of organizational commitment like affective, normative and continuance have +ve and momentous relationship with employees and their job performance. Clarke (2006) examined the commitment and network performance in UK centered fitness maintenance elements and examine that promise may show a significant part especially with recital results. The researcher establishes that statistically equally affective and normative systems of commitment have significant influence on performance. Affective commitment was +ve relation to system performance. The results discovered that continuance commitment was -vely related to system performance proposes that the link among commitment and performance inside system is definitely not forthright. Folorunso, (2014) examined the effect of organizational commitment measurements on employees' performance between academic staff of Oyo State possessed tertiary organizations. The examiner adopted multi-stage sampling technique for the assortment of the members. Pearson Correlation Coefficients and Multiple Regression Analysis were used to investigate the figures. Outcome discovered that organizational commitment dimensions correspondingly and independently effect employees' performance between academic staff of Oyo State owned tertiary organizations. Aysen Berberoglu (2015) examined the postulated relationship between organizational commitment and perceived organizational performance in health care specialists, by captivating a trivial-sized private hospital in North Cyprus. There is a positive significant relationship between organizational commitment and perceived organizational performance and organizational commitment is affecting the perceived organizational performance of the health care workers. Ama Aka (2016) examined how emotions and moods influence employee commitment, organizational performance and employment happiness.

With P-value = 0.003, P-value = 0.011 And P-value = 0.000 correspondingly outcomes indicate that there was a strong positive significant relationship between employee commitment and larger market share,

Employees Performance: The performance of employees is defined as the capacity of task completion of employee in a good way or in a bad way. Task completion is feasible to suppose that inspiration, behavior and skill are affecting employee's performance. AysenBerberoglu(2015) examined that there is a positive relationship between organizational commitment and perceived organizational performance and organizational commitment is influencing the perceived organizational performance of the workers. Zulfiqar Ahmed,(2011) defines that organizational performance can be improved by connecting workers in making plans and decisions that will finally raise the employees' commitment in the organization. Goddy,(2014) studied that Organizational commitment and employee efficiency problem are rising like the critical work force administration challenges of the history, current and future driven by, employee trustworthiness. Leading edge administrators supervisions, an assignment, head, team leader or human resource administrator in fact has extra authority in an organization to lessen meager efficiency, because the factors that make employee satisfaction and commitment are basically in the hands of manager, and if organization wants to increase the performance of organization there is need to improve the commitment through motivation among the employees. Folorunso,(2014) examined the organizational commitment and performance of employees by using Pearson Product Moment Correlation Coefficients and Multiple Regression Analysis. Result exposed that organizational commitment magnitude mutually and separately affects employees' performance amongst intellectual workforce of Oyo State owned tertiary institutions. Naveed Ahmad (2014) examined the relationship between employee's performance and organizational commitment. The researcher used Correlation coefficient, Regression analysis and "ANOVA for the data analysis. There are two independent variables 1) Organizational commitment 2) Employee performance and workers contentment is considered as dependent variable. Outcome showed Positive relationship between Organizational commitment and employee contentment and likewise researcher is taking organizational commitment as independent variable and employee's personnel Performance has Positive relationship with personnel contentment.

1.2 Research Objective:

The main objective of the study is to locate the relationship between organizational commitment and employee performance in textile sector of Faisalabad. In this research organizational commitment is independent variable and employees' performance is dependent variable.

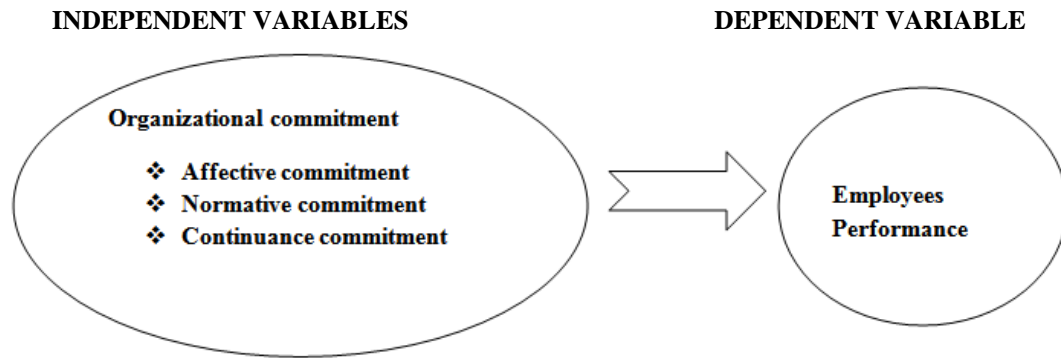
Hypothesis:

Following hypotheses are assumed considering the problem statement.

- H 1. There is a positive relationship between affective commitment and employee's Performance.
- H 2. There is a positive relationship between normative commitment and employee's Performance.
- H 3. There is a positive relationship between continuance commitment and employee's performance.
- H 4. There is a positive relationship between organizational commitment and Employee's performance.

Theoretical Framework:

The performance as dependent variable. Commitment is additionally categorized into three parts that is affective commitment, normative commitment and continuance commitment. The relationship between Organizational Commitment as independent variable and employee's performance as dependent variable is revealed in figure. The independent variable, organizational commitment has positive or negative impacts on job performance of the employees.



1.3 Methodology:

The aim of this research is to find the relationship between organizational commitment and employees performance in textile sector of Punjab. The study is conducting by taking interviews and distributing questionnaires to respondents. To observe the statistical propositions SPSS is used for assessment

Research Instrument:

Adopted questionnaire is used as a research instrument. The instrument uses “5-point likert scale from: 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, 5-strongly agree”. Questionnaires are distributed to middle management workforce in textile organizations in Faisalabad city of Pakistan. The tool of questionnaires used illustrates the thinking of employees in respect to every query. The questionnaire incorporated 31 questions additional a few individual questions.10 are related to employees performance, 7 to affective commitment, 7 to normative commitment, 7 to continuance commitment.

Procedure For Data Analysis:

Statistical analysis has been done at Govt College Women University Faisalabad Pakistan. Correlation and regression analyses were utilized to examine figures. Along with Excel 2007, SPSS 20.0.0 software were used to implement obligatory calculations

1.4 Descriptive Statistics:

TABLE 1:

| Gender | Frequency | Percent | Valid Percent | Cumulative percent |
|--------------|------------|--------------|---------------|--------------------|
| Male | 119 | 66.5 | 66.5 | 66.5 |
| Female | 60 | 33.5 | 33.5 | 100.0 |
| Total | 179 | 100.0 | 100.0 | |

In the analysis male respondent are 66.5 percent and female respondent are 33.5 percent.

TABLE 2:

| Age | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|------------|--------------|---------------|--------------------|
| 20-30yr | 96 | 53.6 | 53.6 | 53.6 |
| 51-60yr | 24 | 13.4 | 13.4 | 67.0 |
| 31-40 | 33 | 18.4 | 18.4 | 85.5 |
| 41-50yr | 25 | 14.0 | 14.0 | 99.4 |
| Above 60 | 1 | .6 | .6 | 100.0 |
| Total | 179 | 100.0 | 100.0 | |

The different age groups like 20 to 30 yrs are 53.6 percent, 31 to 40 yrs are 13.4 percent, 41 to 50 yrs are 14 percent, 51 to 60 yrs are 13.4 percent, and above 60 yrs are 6 percent.

TABLE 3:

| Marital Status | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|------------|--------------|---------------|--------------------|
| Married | 78 | 43.6 | 43.6 | 43.6 |
| Single | 79 | 44.1 | 44.1 | 87.7 |
| 4.00 | 22 | 12.3 | 12.3 | 100.0 |
| Total | 179 | 100.0 | 100.0 | |

In respondent married are 43.6 percent, and single are 44.1 percent.

TABLE 4:

| Education level | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------|-----------|---------|---------------|--------------------|
| Primary School | 1 | .6 | .6 | .6 |
| Secondary School | 6 | 3.4 | 3.4 | 3.9 |
| Bachelor Degree | 33 | 33.0 | 33.0 | 36.9 |
| Master Degree | 91 | 50.8 | 50.8 | 87.7 |
| PhD | 5 | 2.8 | 2.8 | 90.5 |
| 6.00 | 17 | 9.5 | 9.5 | 100.0 |
| Total | 179 | 100.0 | 100.0 | |

Educated community among respondent were primary level 6 percent secondary level are 3.4 percent bachelor level are 33 percent master degree holder are 88 percent PhD are 2,8 percent.

TABLE 5:

| Monthly Income | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Below 10k | 8 | 4.5 | 4.5 | 4.5 |
| 10k-20k | 37 | 20.7 | 20.7 | 25.1 |
| 20k-30k | 35 | 19.6 | 19.6 | 44.7 |
| 30k-40k | 55 | 30.7 | 30.7 | 75.4 |
| 40k-50k | 22 | 12.3 | 12.3 | 87.7 |
| Above 50k | 22 | 12.3 | 12.3 | 100.0 |
| Total | 179 | 100.0 | 100.0 | |

In case of monthly income below 10 thousand are 4.5 percent, 10 to 20 thousand are of 20.7 percent , 20 to 30 thousands are of 19.6 percent, 30 to 40 thousand are of 30.7 percent, 40 to 50 thousand are of 12.3 percent and above 50 thousand are of 12.3 percent.

TABLE 6:

| Service Length | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Below 1yr | 48 | 26.8 | 26.8 | 26.8 |
| 1yr-3yr | 58 | 32.4 | 32.4 | 59.2 |
| 3yr-6yr | 46 | 25.7 | 25.7 | 84.9 |
| 6yr-9yr | 11 | 6.1 | 6.1 | 91.1 |
| 9yr-12yr | 4 | 2.2 | 2.2 | 93.3 |
| Above 12yr | 12 | 6.7 | 6.7 | 100.0 |
| Total | 179 | 100.0 | 100.0 | |

In terms of service period below one year are of 26.8 percent, 1 to 3 years are of 32.4 percent, 3 to 6 years are of 25.7 percent, 6 to 9 years are of 6.1 percent, 9 to 12 years are of 2.2 percent, above 12 years are of 6.7 percent.

TABLE 7:

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .701 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3666.622 |
| | Df | 465 |
| | Sig. | .000 |

The KMO statistics varies between 0 and 1 . Value of 0 indicates the sum of partial correlation is large relative to the sum of correlation, showing diffusion in terms of correlations. It means factor analysis is inappropriate. . A value close to 1 indicates that factor analysis is reliable. Values between 0.8 to 0.9 are great whereas the values between 0.5 to 0.7 are mediocre and values between 0.7 to 0.8 are good. Here the results of factor analysis is 0.701 which shows the good reliability. Hence the factor analysis is appropriate .

TABLE 8:

| Correlations | | EP | AC | NC | CC |
|--------------|---------------------|--------|--------|--------|--------|
| EP | Pearson Correlation | 1 | .788** | .626** | -.008 |
| | Sig. (2-tailed) | | .000 | .000 | .914 |
| | N | 179 | 179 | 179 | 179 |
| AC | Pearson Correlation | .788** | 1 | .748** | .030 |
| | Sig. (2-tailed) | .000 | | .000 | .693 |
| | N | 179 | 179 | 179 | 179 |
| NC | Pearson Correlation | .626** | .748** | 1 | -.180* |
| | Sig. (2-tailed) | .000 | .000 | | .016 |
| | N | 179 | 179 | 179 | 179 |
| CC | Pearson Correlation | -.008 | .030 | -.180* | 1 |
| | Sig. (2-tailed) | .914 | .693 | .016 | |
| | N | 179 | 179 | 179 | 179 |

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

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability

At first phase coefficient alpha “Cronbach, 1951” was used. Figures were examined to assess trustworthiness. The research judged reliability calculations, which are alike towards analyzed coefficient alpha figures. Cronbach assessment further than ($\alpha = .7$) indicates satisfactory trustworthiness “Cuieford, 1965”. Coefficients find nearer to ($\alpha = 1.0$) trustworthiness and coefficients are good, as well as a lesser amount of ($\alpha = .60$) is taken as weak.

1. Employees Performance:

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .778 | .789 | 10 |

“Employees Performance” is calculated through 10 objects along with “Cronbach’s alpha” of ($\alpha = .778$)

2. Affective Commitment:

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .774 | .795 | 7 |

Affective commitment is calculated through 7 items with ($\alpha = .774$)

3. Normative Commitment:

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .798 | .809 | 7 |

Normative commitment is calculated in the course of 7 objects as well as has “Cronbach’s alpha” of ($\alpha = .798$),

4. Continuance Commitment:

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .779 | 7 |

Continuance commitment is measured by 7 and have assessment through “Cronbach’s alpha” of ($\alpha = .779$).

“Cronbach’s alpha” for every article is greater than ($\alpha = .70$) for single facet as a result, the inside trustworthiness of the methods utilized in the research can be measured in the direction of excellent and trustworthy.

HYPOTHESIS:

H 1. There is a positive relationship between affective commitment and employee’s Performance.

TABLE 9:

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------------------|-------------------|----------|-------------------|----------------------------|
| 1 | .788 ^a | .621 | .619 | 3.37872 |
| a. Predictors: (Constant), AC | | | | |

“Regression analysis” is a numerical method to facilitate the relation of individual dependent variable to a linear amalgamation of single or additional independent variables. R2 is used to measure the analytical precision and its size refers to a collective outcome of exogenous dormant variables on all endogenous variables (Hair et al. 2014). Its range is between 0 to1, more the value more will be analytical precision (Hair et al. 2014).

Here Regression indicates how much every dependent variable that is employee’s performance has an effect on independent variable that is affective commitment. On behalf of every performance sign split data was used. “Multiple regression analysis” counts compound “correlation coefficients R2”; it is the percentage of variation in dependent variable defined by the self-determining facets. In this model R square is .621 it means that 62.1 % is explained area shown by independent variable and remaining area is unexplained due to other factors.

TABLE 10: ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------------------------------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 3316.195 | 1 | 3316.195 | 290.493 | .000 ^a |
| | Residual | 2020.587 | 177 | 11.416 | | |
| | Total | 5336.782 | 178 | | | |
| a. Predictors: (Constant), AC | | | | | | |
| b. Dependent Variable: EP | | | | | | |

Here in this table results are significant because $P < \alpha$ i.e. $P = .000$ and $\alpha = .05$ Further $F > P$ i.e. $F = 290.493$ which indicates that the model is significant as a whole.

TABLE 11 :Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.601 | .833 | | 9.122 | .000 |
| | AC | .976 | .057 | .788 | 17.044 | .000 |
| a. Dependent Variable: EP | | | | | | |

Affective commitment has positive relationship with employees performance. Here $\beta = 0.788$ which shows +ve relation with employees performance. It also shows that 1 percent increase in affective commitment causes 0.788 change in employees performance. Here the result is significant because $P < 0.05$ so we accept the null hypothesis and reject the alternative hypothesis.

H 2. There is a positive relationship between normative commitment and employee’s performance.

TABLE 13:

| Mo Del | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------------------|-------------------|----------|-------------------|----------------------------|
| 1 | .626 ^a | .392 | .389 | 4.28096 |
| a. Predictors: (Constant), NC | | | | |

Regression analysis” is a numerical method to facilitate the relation of individual dependent variable to a linear amalgamation of single or additional independent variables. Regression indicates how much every independent variable that is normative commitment has an effect on employees performance i.e dependent variable. On behalf of every performance sign split data was used. “Multiple regression analysis” counts compound “correlation coefficients R2”; it is the percentage of variation in dependent variable defined by the self-determining facets. In this model R square is 0.392 it means that 39.2 % is explained area shown by independent variable and remaining area is unexplained due to other factors.

TABLE 14 :

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------------------------------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 2092.972 | 1 | 2092.972 | 114.204 | .000 ^a |
| | Residual | 3243.810 | 177 | 18.327 | | |
| | Total | 5336.782 | 178 | | | |
| a. Predictors: (Constant), NC | | | | | | |
| b. Dependent Variable: EP | | | | | | |

Here in this table results are significant because $P < \alpha$ i.e. $P = .000$ and $\alpha = .05$ Further $F > P$ i.e. $F = 114.204$ which indicates that the model is significant as a whole.

TABLE 15 :Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 10.243 | 1.068 | | 9.590 | .000 |
| | NC | .767 | .072 | .626 | 10.687 | .000 |
| a. Dependent Variable: EP | | | | | | |

Here $\beta = .626$ which shows +ve relation with employees performance. Here the result is significant because $P < 0.05$ so we accept the null hypothesis and reject the alternative hypothesis. .

H 3. There is a positive relationship between continuance commitment and employee’s Performance.

TABLE 16 ;

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------------------|-------------------|----------|-------------------|----------------------------|
| 1 | .008 ^a | .000 | -.006 | 5.49084 |
| a. Predictors: (Constant), CC | | | | |

In this model R square is .000 it means that 0 % is explained area shown by independent variable and remaining area is unexplained due to other factors.

TABLE 17 :ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------------------------------|------------|----------------|-----|-------------|------|-------------------|
| 1 | Regression | .352 | 1 | .352 | .012 | .914 ^a |
| | Residual | 5336.430 | 177 | 30.149 | | |
| | Total | 5336.782 | 178 | | | |
| a. Predictors: (Constant), CC | | | | | | |
| b. Dependent Variable: EP | | | | | | |

In this table results are insignificant because $P > \alpha$ i.e. $P = .914$ and $\alpha = .05$ Further $F < P$ i.e. $F = .012$ which indicates that the model is insignificant as a whole. There for we reject the null hypothesis and accept the alternative hypothesis because the results are insignificant. Continuance commitment has negative impact on employee’s performance.

TABLE 18 :Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 21.285 | 1.458 | | 14.604 | .000 |
| | CC | -.010 | .097 | -.008 | -.108 | .914 |
| a. Dependent Variable: EP | | | | | | |

Here $\beta = -0.008$ which shows -ve relation with employees performance. Here the result is insignificant because $P > 0.05$ so we reject the null hypothesis and accept alternative hypothesis. $P = 0.914$ which is greater than level of significance i.e. $\alpha = 0.05$.

H 4. There is a positive relationship between organizational commitment and

TABLE 19 ;Employee’s performance.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .790 ^a | .625 | .618 | 3.38303 |

a. Predictors: (Constant), NC, CC, AC

In this model R square is .625 it means that 62.5 % is explained part shown by independent variable and remaining part is unexplained due to other confounders.

TABLE 20 ;ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 3333.920 | 3 | 1111.307 | 97.100 | .000 ^a |
| | Residual | 2002.862 | 175 | 11.445 | | |
| | Total | 5336.782 | 178 | | | |

a. Predictors: (Constant), NC, CC, AC
b. Dependent Variable: EP

Here in this table results are significant because $P < \alpha$ i.e. $P = .000$ and $\alpha = .05$ Further $F > P$ i.e. $F = 97.100$ which indicates that the model is significant as a whole.

TABLE 21 :Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.546 | 1.327 | | 5.687 | .000 |
| | CC | -.021 | .063 | -.016 | -.332 | .740 |
| | AC | .906 | .089 | .732 | 10.157 | .000 |
| | NC | .093 | .090 | .076 | 1.041 | .299 |

a. Dependent Variable: EP

Table presents the regression coefficient of independent variable i.e. organizational commitment and its dimensions on dependent variable employees Performance. Two from three dimensions have significant effects on employee’s performance and continuance commitment has negative impact.

II. DISCUSSION:

The objective of this study was to observe the relationship between organizational commitments (Affective commitment, Normative commitment and Continuance commitment) and employee’s Performance in the textile sector of Faisalabad in Pakistan. The result of hypothesis H1 is found significant as related to previous studies conducted on banking sector. Answers of respondents to various questions indicated that they feel stress-free in terms of their work surroundings and have improved organizational commitment which required great work performance. The correlation and regression also submit that hypothesis H1, H2, and H4 are accepted. Out of the three dimensions affective commitment, normative commitment, and organizational commitment have significant effect on employees performance whereas continuance commitment has –ve impact on employees performance.. The outcomes also exposes that the demographic variables have no substantial difference in their performance. Though the respondents with age group around 25 years have great performance as matched with other age groups. Rendering to the existing literature relationship between employee commitment and job performance has been defined. Shore (1995) examined in multinational organizations in the United States, affective commitment and employee’s performance are +vely correlated. Somers & Birnbaum (1998) examined the correlation between organizational commitment and employee job performance and their results defined that employee commitment is +vely related with employees performance whereas affective and normative commitments were found unconnected to employees performance. (Clarke (2006) examined the health care units in U.K affective and normative commitment have not worthy influence on employees performance, but examined that continuance commitment has negatively impact on employees performance. Continuance commitment inadequately effects employee performance (Qaisar, Rehman & Suffyan, 2012) .

The above stated literature examination clarifies that there is a certain association be present among organizational commitment and employees performance. But in this research, affective Commitment and normative commitment are most related with employee performance. But according to the regression analysis continuance commitment has negative impact on the employees performance.

III. CONCLUSION:

The industrial/textile sector employees play an important part in economic development of Pakistan. This study concentrates on one of the work related behavior as employee's commitment and explores that employee's performance is influenced by the organizational commitment. The main objective of this study was to detect and analyzed the "impact of employee commitment on employee's performance; with distinctive situation to the textile sector in Pakistan. According to correlation test it is verified that employee's commitment is significantly correlated with the employee's performance. According to the investigation of figures collected from the survey, define that employee commitment has significant impact on employee's performance. Likewise, in this research continuance commitment has no significant impact on employee's performance. Employees are the main power of any organization. It has been observed that more committed employees are more productive. The commitment of employees shows their satisfaction with the job. So organizational commitment will help the organizations to retain the employees for organizational growth.

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