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Organizational commitment and Performance at the workplace

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Introduction

- A Job Performance is a key to any organization's success. Managers and scientists are interested in finding methods and means to raise their employees ' level of Performance.
- There are several negative effects caused by lack of organizational commitment such as high absenteeism, turnover, intention to leave and poor performance which negatively affects organization efficiency and effectiveness

Organizational commitment

OC as a **psychological** association between an **institution** and its **employees** .

OC as Relative strength of the identity and participation of an employee in a specific organization, defined by three variables [2].

(1) Strong confidence and understanding of the objectives and principles of the organization

(2) A readiness on behalf of the organization to make significant efforts

(3) A great desire to maintain organizational membership.

Organizational commitment

- the **principle** of OC relates to an individual's readiness to contribute to an organization's success, allegiance and engagement to achieve its objectives and not only offering the utmost to the organization but also acting as an obstacle to the organization's leaving.[1]
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Organizational commitment

- Organizational commitment generally is recognized as an individual's identification with a particular organization, the internalization of the values and goals of that organization, and a willingness to exert considerable effort on behalf of the organization [1].

Elements of OC

According to Allen and Meyer (1990), commitment to an organization can be divided into three essential types:

Affective commitment,
Normative commitment and
Continuance commitment.

Affective commitment

- is generally defined as **loyalty** to the organization, identification with the organization (i.e., **pride** in the organization and internalization of the goals of the organization), and desire for involvement in the organization (i.e., the willingness to make a personal effort for the sake of the organization).
- stems from an **emotional** attachment to the organization and is especially sensitive to work experiences such as organizational support.
- Affective commitment among staff is increase when the staff feel that the organization respects and supports them.

Normative commitment

normative refers to an employee's belief that he or she should to stay with the organization and develops as a result of socialization experiences that emphasize the appropriateness of remaining loyal to one's employer.

Normative commitment indicates the belief that an individual is bound to the organization after entering into the company. Employees with a high degree of normative commitment expand their vitality on behalf of the company. This is for the reason that they have a sense that they should carry out this behaviour.

Continuance Commitment

- **Continuance**, (awareness of the costs of leaving the organization).
- commitment that emerges from the fear of **losing profits** and **advantages** of an organization [2], Because the **cost of leaving** the work individual obliged to stay with the organization [40, 41]. The individual with long-time stay with the organization will be more commitment, this because the individuals realize since leaving the organization may be facing great risk to lose what has been **invested** during employment with the organization [24]

Continuance Commitment

- continuance commitment appears to incorporate Becker's (1960) perspective, the employee perceives the costs of leaving the organization as prohibitively high, and thus remains committed to the organization.
- Continuance commitment is considered as a propensity to be involved in procedures relying on the individual's perceived costs or profits connected with continued involvement or losses connected with leaving the organization (Allen and Meyer, 1996, 1990)
- Individuals with a high degree of continuance commitment extend their energy on behalf of the organization for the reason that they consider it to be in their interest to do so.

Job Performance

- The importance of performance is increasing due to its ability to increase the effectiveness and efficiency of organizations.
- The high job performance enables different organizations to achieve their objectives and ensure that these organizations survive and thrive [2].
- Due to the increasing competition among organizations, both educational and services, it has become imperative for the organizations to improve their performance and focus on their human component to ensure excellence and prosperity [2].

Key Performance Indicator (KPI)

- Recently performance measurement has become an agenda item in higher education institutions.
- A strategic management tool needs to translate into workable actions, rather than just ambitious words.
- universities have attempted to institute policies and practices designed to measure, encourage and reward academic staff performance, such as teaching, supervision, research and publication.
- Nowadays, universities are much concerned about their “world ranking” and desire to gather talent, resources and introduce good governance.

Key Performance Indicator (KPI)

- Key Performance Indicator (KPI) delivery process is needed in the measurement of staff improvement and productivity in all types of organization as a feedback process [3].
- If the KPI delivery process is disrupted or destroyed, then generally the strategic goals of an organization are likely to fail



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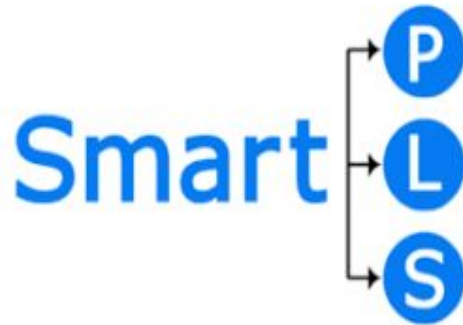
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Thank You