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The impact of organizational commitment On job performance

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2024 – second semester

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1. Chapter 1: Introduction

1.1. Research Background

Organizational commitment, a crucial aspect of employee engagement, significantly influences job performance. Defined as the psychological attachment an employee feels toward their organization, organizational commitment encompasses three dimensions: affective, continuance, and normative commitment (Meyer & Allen, 1991). These dimensions collectively shape an employee's willingness to exert effort and their overall performance at work. Understanding this relationship is essential for organizations aiming to enhance productivity and retain top talent.

Research consistently demonstrates a positive correlation between organizational commitment and job performance. For instance, a meta-analysis by Riketta (2002) found that employees with high levels of organizational commitment are more likely to display superior job performance. This is particularly evident in affective commitment, where employees emotionally invested in their organization are more motivated to contribute to its success. Such employees tend to exhibit higher levels of job satisfaction and lower turnover intentions, further reinforcing their commitment to the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

The impact of organizational commitment extends beyond individual performance to influence overall organizational outcomes. Committed

employees are not only more productive but also more likely to engage in organizational citizenship behaviors (OCBs) – discretionary actions that go beyond their formal job requirements (Organ, 1997). These behaviors, such as helping colleagues and endorsing the organization's goals, foster a collaborative and positive work environment, which can enhance organizational performance and effectiveness (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Moreover, the relationship between organizational commitment and job performance is influenced by various contextual factors. Leadership styles, for instance, play a pivotal role in shaping employees' commitment levels. Transformational leadership, characterized by inspirational motivation and individualized consideration, has been shown to significantly boost organizational commitment and, consequently, job performance (Avolio, Zhu, Koh, & Bhatia, 2004). Additionally, organizational support and fair reward systems are crucial in fostering a committed workforce (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

In conclusion, the impact of organizational commitment on job performance is well-documented in organizational behavior literature. High levels of commitment are associated with better job performance, increased organizational citizenship behaviors, and enhanced overall organizational

outcomes. For organizations, fostering a culture that nurtures commitment through supportive leadership, fair practices, and a positive work environment is essential for achieving sustained success. As research continues to evolve, understanding the nuances of this relationship will remain vital for both scholars and practitioners in the field of organizational behavior.

1.2. Research Problem

The impact of organizational commitment on job performance is a critical issue in organizational behavior, reflecting the degree to which employees' loyalty and identification with their organization translate into enhanced work outcomes. While high levels of commitment are generally believed to boost performance, the relationship is not straightforward. Various factors, including the type of

commitment (affective, continuance, or normative), individual differences, and the organizational environment, can influence this dynamic. Understanding how these elements interact is essential for developing effective management practices that foster both employee commitment and improved job performance.

1.2.1. Theoretical Gaps

When exploring the relationship between organisational commitment and job performance, several theoretical gaps can be identified that offer opportunities for further research:

1. ****Causal Direction and Mechanisms****: While there is a general consensus that organisational commitment influences job performance, the exact causal mechanisms remain unclear. Future research could focus on identifying the specific pathways through which organisational commitment affects job performance. For instance, does emotional commitment lead to increased job satisfaction, which in turn enhances performance, or are there other mediating variables at play?
2. ****Contextual Factors****: The role of contextual factors in moderating the relationship between organisational commitment and job performance is not well understood. Factors such as organisational culture, leadership style, and the external environment may significantly influence this relationship. Research could investigate how different contexts alter the impact of organisational commitment on job performance.
3. ****Types of Commitment****: Organisational commitment can be broken down into affective, continuance, and normative commitment. However, the

relative impact of these different types of commitment on job performance is not fully understood. Studies could examine how each type of commitment individually and in combination influences various aspects of job performance.

4. ****Longitudinal Studies****: Much of the existing research is cross-sectional, which limits the ability to make causal inferences. Longitudinal studies could provide more robust evidence of the direction and stability of the relationship between organisational commitment and job performance over time.
5. ****Diverse Workforce****: The impact of organisational commitment on job performance across different demographic groups (e.g., age, gender, cultural background) is under-researched. Understanding how commitment affects performance in a diverse workforce could help tailor strategies to enhance both commitment and performance in various subgroups.
6. ****Global Perspectives****: Most research has been conducted in Western contexts, potentially limiting the generalisability of findings. Studies in non-Western settings could provide insights into how cultural differences influence the relationship between organisational commitment and job performance.
7. ****Role of Technology****: With the increasing prevalence of remote work and digital communication tools, the traditional concepts of organizational commitment and job performance may be evolving. Research could explore how technological changes impact this relationship and whether new forms of commitment are emerging in the digital workplace.

8. ****Measurement Issues****: There is a need for more refined and consistent measures of both organisational commitment and job performance. The development of standardised, validated instruments that capture the multifaceted nature of these constructs would enhance the comparability and reliability of research findings.
9. ****Impact of Job Roles and Tasks****: Different job roles and tasks may interact with organisational commitment in unique ways. Future research could investigate how the nature of one's job (e.g., creative vs. routine tasks, individual vs. team-based work) moderates the relationship between commitment and performance.
10. ****Psychological Well-being****: The interplay between organizational commitment, job performance, and employees' psychological well-being is not well-explored. Research could examine whether highly committed employees experience better or worse psychological outcomes and how this, in turn, affects their job performance.

1.2.2. Practical Gaps

Identifying practical gaps in understanding the impact of organizational commitment on job performance highlights areas where organizations can focus efforts to improve both employee engagement and productivity:

1. ****Implementation of Commitment Strategies****: There is a lack of practical guidelines on effectively implementing strategies to enhance organizational commitment. Many organizations struggle to translate theoretical models into actionable practices that can be systematically applied to boost commitment and, subsequently, job performance.
2. ****Customized Approaches****: The one-size-fits-all approach to fostering organizational commitment often fails to account for individual and departmental differences. Practical research is needed to develop tailored strategies that address the specific needs and characteristics of diverse employee groups and roles within an organization.
3. ****Measurement Tools****: Many organizations lack reliable and valid tools to measure the different dimensions of organizational commitment and their direct

impact on job performance. Practical development and validation of these tools are necessary to accurately assess and address commitment issues.

4. ****Leadership Training****: There is a gap in training programs that equip leaders with the skills to foster organizational commitment among their teams. Practical insights into how leadership styles and behaviors can be modified to enhance commitment and performance are needed.

5. ****Integration with Performance Management Systems****: Organizational commitment is often not adequately integrated into performance management systems. Developing practical frameworks that align commitment-enhancing practices with performance evaluation and reward systems could bridge this gap.

6. ****Work-Life Balance Initiatives****: The impact of work-life balance initiatives on organizational commitment and job performance is underexplored. Practical strategies that help employees balance their work and personal lives, thereby enhancing their commitment and performance, are needed.

7. ****Cultural Adaptation****: There is a need for practical strategies to adapt organizational commitment practices to different cultural contexts. Organizations

operating in multicultural environments often lack the practical knowledge to effectively foster commitment across diverse cultural settings.

8. ****Technology Utilization****: The role of technology in enhancing organizational commitment and job performance is not fully exploited. Practical guidelines on leveraging digital tools and platforms to foster a committed workforce could fill this gap.

9. ****Feedback Mechanisms****: Effective feedback mechanisms that link organizational commitment to job performance outcomes are often missing. Practical approaches to establishing continuous and constructive feedback loops can help in monitoring and enhancing both commitment and performance.

10. ****Employee Well-being Programs****: There is a practical gap in integrating employee well-being programs with initiatives aimed at increasing organizational commitment. Research into effective ways to align well-being programs with commitment and performance objectives is essential.

“How does organizational commitment influence job performance, and what are the mediating and moderating factors in this relationship?”

1.3. Research Significance

Studying the impact of organisational commitment on job performance is crucial for understanding how employee loyalty and engagement translate into productivity and effectiveness. This research can guide organisations in developing strategies to foster commitment, ultimately enhancing overall performance and achieving business objectives.

1.3.1. At the theoretical level

At the theoretical level, understanding the impact of organisational commitment on job performance is significant because it contributes to the broader knowledge of organisational behaviour and employee dynamics. This research can refine existing theories on motivation, job satisfaction, and performance, offering deeper insights into how commitment influences various aspects of work behaviour and outcomes, and informing the development of more comprehensive and predictive models in organisational psychology.

1.3.2. At the practical level

At the practical level, studying the impact of organizational commitment on job performance holds significant importance for organizations aiming to optimize

workforce productivity and retention. By identifying and enhancing factors that foster commitment, such as supportive leadership, organizational culture, and job satisfaction, companies can cultivate a motivated workforce that consistently delivers high-quality performance. This research also guides strategic decisions in human resource management and organizational development, ultimately leading to improved employee engagement, reduced turnover, and increased overall organizational effectiveness.

1.4. Research Questions

- 1- How does the affective commitment influence employee job?
- 2- What role does continuance commitment play in job performance outcomes?
- 3- How does leadership style influence the relationship between organizational commitment and job performance?

1.5. Research Objectives

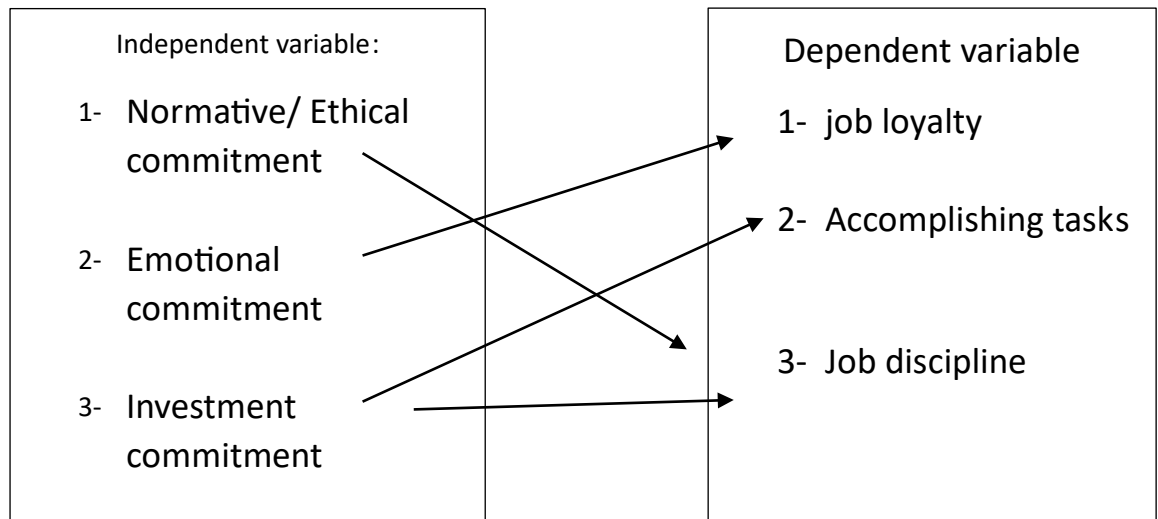
- 1- To examine the impact of affective commitment influence on employee job.
- 2- To assess the the continuance commitment on the job performance outcomes.

- 3- To explore the leadership style influence on the organizational commitment and job performance.

1.6. Research Hypotheses

- 1- There is statistically significant relationship between affective commitment and employee job
- 2- There is significant positive relationship between continuous commitment and job performance outcomes.
- 3- There is statistically significant positive relationship between leadership style and organizational commitment and job performance.

1.7. Research Model



1.8. Research Methodology

Research philosophy: positivism. Research methodology: deductive research. strategy: case study.

Type of research: quantitative.

Horizontally: cross-sectionally.

Procedures : Questionnaire and statistical analysis.

1.9. Scope of The Study

The field study examining the impact of organizational commitment on job performance was conducted among civil servants in Central Lampung Regency, Metro municipality, and East Lampung Regency, Indonesia. The study aimed to understand how multicultural competencies, organizational fairness, and organizational commitment affect job performance.

1.10. The Suggested Project Structure

Chapter 1: introduction
Chapter 2: literature review
Chapter 3: research methodology
Chapter 4: statistical analysis
Chapter 5: discussion and conclusion

2.Chapter 2: Literature Review

2.1. Introduction

The relationship between organizational commitment and job performance has been a focal point of research in organizational behavior and human

resource management. Organizational commitment, the independent variable, is generally defined as an employee's psychological attachment to their organization, encompassing their willingness to remain with the organization and their dedication to its goals (Meyer & Allen, 1991). Job performance, the dependent variable, refers to how well employees perform their job duties and responsibilities, which is crucial for the overall success and competitiveness of organizations (Campbell, 1990).

Previous studies have highlighted the importance of understanding this relationship, as a high level of organizational commitment is often associated with positive job outcomes, such as increased job performance, reduced turnover, and greater organizational citizenship behaviors (Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). However, the exact nature of this relationship can vary based on factors such as the type of organizational commitment (affective, continuance, or normative), the context of the study, and the specific dimensions of job performance being measured (Cohen, 2007).

Given the mixed findings in previous research, it is imperative to conduct further studies to clarify the relationship between organizational commitment and job performance, as well as to identify any moderating or mediating variables that could influence this dynamic. Understanding these variables is essential for organizations seeking to enhance employee performance and develop strategies to foster greater commitment among their workforce.

By examining the impact of organizational commitment on job performance, this research aims to contribute to the existing body of literature and provide valuable insights for both scholars and practitioners. Through a comprehensive analysis of these variables, the study seeks to offer a clearer

understanding of how organizations can leverage employee commitment to enhance performance and achieve their strategic objectives.

2.2. The independent variable

Organizational commitment is a key construct in organizational behavior, representing the psychological attachment an employee feels towards their organization. It reflects the degree to which employees identify with, are involved in, and are dedicated to their workplace. The foundational definition provided by Meyer and Allen (1991) identifies three dimensions of organizational commitment: affective, continuance, and normative commitment. These dimensions have shaped much of the subsequent research and development in understanding how commitment impacts workplace behavior and organizational outcomes.

Dimensions of Organizational Commitment

- 1. Affective Commitment:** This dimension, often termed emotional commitment, reflects the employee's emotional attachment to, identification with, and involvement in the organization (Meyer & Allen, 1991). Employees with high affective commitment remain with the organization because they want to, driven by positive emotional ties and a sense of belonging. Affective commitment is closely related to job satisfaction, motivation, and overall well-being at work (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).
- 2. Continuance Commitment:** Also known as commitment to continuity, continuance commitment is based on the costs that employees associate with leaving the organization. This dimension involves an employee staying with the organization because they need to, due to the perceived loss of investments, such as time, effort, or benefits, or the lack of attractive alternatives elsewhere (Meyer & Allen, 1991). Continuance commitment can lead to reduced turnover, but it may not necessarily enhance performance or engagement.
- 3. Normative Commitment:** Sometimes linked to ethical or standardized discipline, normative commitment arises from a sense of obligation to remain with the organization. Employees with high normative commitment feel that they ought to stay due to loyalty, moral reasons, or a belief that leaving would be unethical or unfair to the organization (Wiener, 1982). This sense of duty can stem from organizational culture, socialization processes, or internalized norms.

Several theories provide a framework for understanding organizational commitment:

- **Social Exchange Theory:** Blau's (1964) social exchange theory posits that employees form emotional and attitudinal bonds with their organization based on perceived reciprocal relationships. When employees feel that the organization fulfills their needs and values their contributions, they are more likely to reciprocate with greater commitment.
- **Three-Component Model of Commitment:** Developed by Meyer and Allen (1991), the three-component model (TCM) remains the most influential theory in understanding organizational commitment. It differentiates between affective, continuance, and normative commitment, emphasizing that these components interact to determine an employee's overall level of commitment and behavior.
- **Identity and Self-Concept Theory:** Ashforth and Mael (1989) suggest that commitment is partially driven by the extent to which employees see their identity tied to the organization. This perspective highlights the role of social identity and how deeply an individual's self-concept aligns with organizational values and goals.

Over time, research on organizational commitment has expanded from focusing on its impact on turnover rates to exploring its broader implications for organizational performance, culture, and employee well-being. Studies show that committed employees are more likely to engage in organizational citizenship behaviors, exhibit lower levels of absenteeism, and maintain high job satisfaction (Meyer et al., 2002). Recently, there has been a growing interest in how organizational commitment evolves in diverse work settings, such as virtual teams or hybrid work environments, and its role in promoting resilience during organizational change (Jaros, 2007).

Organizational commitment remains a vital area of study due to its influence on employee behavior and organizational success. Understanding its various dimensions—emotional commitment, commitment to continuity, and ethical discipline—provides valuable insights for organizations aiming to foster a committed and motivated workforce. Theoretical frameworks, including the threecomponent model and social exchange theory, offer a comprehensive understanding of this construct's complexity and its relevance in modern organizational contexts.

2.3. The dependent variable

Job performance is a multifaceted construct that refers to the degree to which an individual fulfills the duties, responsibilities, and tasks associated with their job role. In organizational behavior and human resource management, job performance is often considered a key outcome variable because it directly impacts organizational effectiveness and success (Campbell, 1990; Rotundo & Sackett, 2002). Job performance encompasses a range of behaviors and outcomes that can be broadly classified into task performance, contextual performance, and counterproductive work behaviors (Borman & Motowidlo, 1993).

Research on job performance has evolved significantly over the years, with early studies focusing primarily on task performance, which involves the completion of core job tasks and responsibilities (Campbell, 1990). Over time, scholars recognized the importance of other dimensions of performance, such as contextual performance, which includes behaviors that contribute to the organizational environment, like helping others and going beyond formal job requirements (Borman & Motowidlo, 1993). More recent research has also examined counterproductive work behaviors (CWB), which are voluntary behaviors that harm the organization or its members, such as theft, sabotage, or interpersonal conflict (Sackett & DeVore, 2001).

Job performance is typically conceptualized through several dimensions that capture the various aspects of an employee's behavior and contributions to the workplace:

1. **Job Commitment:** This dimension reflects the extent to which employees are dedicated to their work and the organization. High levels of job commitment often lead to greater effort, persistence, and a willingness to go above and beyond the call of duty, which positively impacts performance (Meyer, Becker, & Vandenberghe, 2004).
2. **Job Loyalty:** Job loyalty involves an employee's allegiance to their organization and their intention to remain with the company over the long term. Employees who exhibit strong job loyalty are less likely to engage in turnover behaviors and are more likely to contribute positively to the organizational culture and climate (Allen & Grisaffe, 2001).
3. **Job Discipline:** Job discipline refers to the extent to which employees adhere to organizational rules, policies, and ethical standards. Disciplined employees are less likely to engage in counterproductive work behaviors and more likely to contribute positively to overall job performance (Tremblay, Vandenberghe, & Doucet, 2013).

Several theories have been proposed to explain the factors that influence job performance:

1. **Goal-Setting Theory:** Developed by Locke and Latham (1990), this theory posits that specific, challenging goals can enhance job performance by providing clear direction and motivation for employees. According to this theory, performance improves when individuals are committed to their goals and receive feedback on their progress.
2. **Expectancy Theory:** Vrooma's (1964) expectancy theory suggests that job performance is a function of an individual's expectations about the outcomes of their behaviors, the perceived value of those outcomes, and the **belief** that their efforts will lead to desired performance. Employees are more likely to perform well when they believe their efforts will be rewarded.
3. **Social Exchange Theory:** This theory suggests that job performance is influenced by the quality of the exchange relationship between employees and their organization (Blau, 1964). Employees who perceive a positive exchange, characterized by trust and fairness, are more likely to exhibit higher levels of job performance.
4. **Job Demands-Resources (JD-R) Model:** The JD-R model posits that job performance is influenced by a balance between job demands (e.g., workload, emotional demands) and job resources (e.g., support, autonomy) (Bakker & Demerouti, 2007). High job resources can buffer the negative impact of high job demands on performance, leading to better outcomes.

Job performance is a critical dependent variable in organizational research, encompassing various dimensions and influenced by multiple factors and theories. Understanding the different aspects of job performance, such as job commitment, job loyalty, and job discipline, allows organizations to better manage and enhance employee contributions, ultimately leading to improved organizational outcomes.

2.4. The relationship between the independent and the dependent variables

The relationship between organizational commitment (independent variable) and job performance (dependent variable) has been widely studied in the fields of organizational behavior and human resource management. Organizational commitment generally refers to the psychological attachment and loyalty that employees feel toward their organization, encompassing their willingness to remain with the organization and their dedication to its goals (Meyer & Allen, 1991). Job performance, on the other hand, represents how well employees carry out their job duties and responsibilities, including both task performance and contextual performance (Campbell, 1990; Borman & Motowidlo, 1993). While a substantial body of research supports a positive relationship between these two variables, the findings also reveal various patterns, conflicts, and gaps that warrant further investigation.

A predominant pattern in the literature is the positive correlation between organizational commitment and job performance. Employees who exhibit a high level of organizational commitment are generally more motivated, engaged, and inclined to exert effort in their roles, leading to higher job performance (Mathieu & Zajac, 1990; Meyer et al., 2002). This relationship is particularly strong when considering affective commitment, which reflects an emotional attachment to the organization. Affective commitment has been consistently linked to better job performance, as emotionally committed employees are more likely to go beyond the minimum requirements of their jobs and engage in organizational citizenship behaviors (OCBs) (Allen & Meyer, 1996; Riketta, 2002).

However, the relationship is not uniformly strong across all types of organizational commitment. For example, continuance commitment, which is based on the costs associated with leaving the organization, has been found to have a weaker or even negative relationship with job performance (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Employees who stay with an organization solely because of

the perceived costs of leaving (e.g., financial concerns, lack of alternatives) may not be as motivated or inclined to perform at a high level, thereby weakening the overall relationship between organizational commitment and job performance (Jaros, 1997).

Despite the general consensus on the positive link between organizational commitment and job performance, there are notable conflicts and inconsistencies in the findings. For instance, some studies suggest that the relationship between organizational commitment and job performance can vary depending on cultural context and organizational setting. In collectivist cultures, where group harmony and loyalty are highly valued, the relationship between commitment and performance tends to be stronger (Chen, Tsui, & Farh, 2002). In contrast, in individualistic cultures, where personal achievement and autonomy are prioritized, the connection may be less pronounced (Hofstede, 1980).

Additionally, there is debate about the directionality of the relationship. While most studies view organizational commitment as a predictor of job performance, some researchers argue that the relationship could be reciprocal. High job performance could enhance an employee's organizational commitment by fostering a sense of achievement and organizational support (Riketta, 2008). This bidirectional perspective suggests that the relationship between these variables may be more complex than initially thought.

Several gaps in the research on organizational commitment and job performance merit further exploration. One significant gap is the need for more longitudinal studies that examine how the relationship between these variables evolves over time. Most existing research relies on cross-sectional data, which limits the ability to draw causal inferences and understand the dynamic nature of the commitment-performance relationship (Cohen, 2007).

Another gap is the lack of consideration of potential moderating and mediating variables. For example, factors such as job satisfaction, leadership style, organizational culture, and employee engagement may moderate the strength and direction of the relationship between organizational commitment and job performance (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Furthermore, few studies have examined the mediating role of psychological empowerment or perceived organizational support in this relationship, which could provide a more nuanced understanding of how organizational commitment translates into improved job performance (Saks, 2006; Mowday, Porter, & Steers, 2013).

Additionally, there is limited research on how different dimensions of job performance (e.g., task performance vs. contextual performance) are differentially affected by organizational commitment. While most studies have focused on overall job performance, examining these dimensions separately could reveal important insights into the specific ways in which commitment influences various aspects of performance (Rotundo & Sackett, 2002).

The relationship between organizational commitment and job performance is complex, with generally positive associations observed in the literature. However, conflicting findings, especially regarding the different types of commitment and their varying effects on performance, highlight the need for more nuanced research. Moreover, the existing gaps, particularly in longitudinal studies and the exploration of moderating and mediating variables, suggest that further research is needed to fully understand this relationship. Addressing these gaps will not only enhance theoretical understanding but also provide practical insights for organizations seeking to foster employee commitment and improve performance outcomes.

2.5. Conclusion

The relationship between organizational commitment and job performance has been extensively studied in organizational behavior and human resource management, with a general consensus that higher levels of commitment are

associated with better job performance outcomes. Previous studies largely support the notion that employees who are more committed to their organizations—particularly those with high levels of affective commitment—are more likely to perform their job duties effectively, engage in organizational citizenship behaviors, and contribute positively to the organizational environment (Mathieu & Zajac, 1990; Meyer et al., 2002). However, the impact of other forms of commitment, such as continuance and normative commitment, on job performance remains less clear, with some studies indicating a weaker or even negative relationship (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). These mixed findings highlight the complexity of the relationship and suggest that the effects of organizational commitment on job performance can vary depending on several contextual and individual factors.

Despite the substantial body of research on this topic, several gaps remain that future studies should address to enhance our understanding of the commitment-performance link. First, there is a need for more longitudinal research to examine how organizational commitment and job performance interact over time, and how changes in one may influence the other. This could provide insights into the dynamic nature of the relationship and help establish causal links. Additionally, future research should explore potential moderating and mediating variables, such as job satisfaction, leadership style, employee engagement, and perceived organizational support, to better understand the mechanisms through which organizational commitment affects job performance (Podsakoff et al., 2000; Saks, 2006). Examining the impact of different dimensions of job performance separately, such as task performance versus contextual performance, could also provide a more nuanced understanding of how organizational commitment influences specific aspects of job performance (Rotundo & Sackett, 2002).

Furthermore, cross-cultural studies are needed to explore how cultural differences impact the relationship between organizational commitment and job performance. Understanding these cultural nuances can provide valuable insights for multinational organizations seeking to manage a diverse workforce. Additionally, research should consider sector-specific studies to determine whether the effects of

organizational commitment on job performance differ across various industries and organizational contexts.

Research on the impact of organizational commitment on job performance has made several important contributions to both theory and practice. Theoretically, it has expanded our understanding of the motivational processes that underlie employee behavior in organizations, highlighting the crucial role of psychological attachment and loyalty in enhancing job performance. It has also contributed to the development of more comprehensive models of employee behavior that integrate various forms of commitment and performance dimensions, thereby offering a more holistic view of employee contributions to organizational success.

Practically, this research has provided valuable insights for managers and human resource practitioners by underscoring the importance of fostering organizational commitment to enhance employee performance. Organizations can use these insights to develop strategies and interventions aimed at building stronger employee commitment, such as providing opportunities for employee development, ensuring fairness in organizational processes, and cultivating a supportive organizational culture. By doing so, organizations can not only improve individual and organizational performance but also enhance employee retention and overall workplace morale.

commitment and job performance is well-established, there is still much to learn about the complexities of this relationship. Future research should continue to explore these nuances, leveraging diverse methodologies and theoretical perspectives to further advance our understanding of how organizational commitment can be harnessed to achieve optimal job performance.

Appendidices Chapter:

Appendices

We welcome you to the survey on "The Impact of Organizational Commitment on Job Performance." This survey aims to explore the relationship between employees' commitment to their organization and how this commitment affects their performance at work. Understanding this relationship is crucial for improving work environments and increasing productivity within organizations.

We would like to thank all participants who took the time to answer the questions. Your insights and experiences are key to the success of this research and will help shape effective strategies to enhance commitment and performance in the future.

****On Organizational Commitment:****

Organizational commitment reflects the extent to which an employee is connected to their organization, encompassing feelings of loyalty and attachment to its values and goals. Statements related to organizational commitment include expressions of belonging and loyalty, such as: "I feel that I am an important part of this organization" and "I am committed to helping it achieve its goals." These statements reflect the employee's engagement with the organization and their desire to contribute to its success.

****On Job Performance:****

Job performance is a measure of how effectively an employee carries out their tasks and responsibilities. Statements related to job performance focus on the quality of work and the achievements the

employee attains, such as: "I consistently achieve the required results" and "I work hard to improve my performance and meet management expectations." These statements highlight the importance of each employee's role in contributing to the overall success of the organization and how organizational commitment can impact performance levels.

Please provide the following information. Your responses will remain confidential and will be used for research purposes only.

- 1. Age:**
 - **18-25**
 - **26-35**
 - **36-45**
 - **46-55**
 - **56 and above**
- 2. Gender:**
 - **Male**
 - **Female**
 - **Prefer not to say**
- 3. Years of experience:**
 - **Less than 1 year**
 - **1-3 years**
 - **4-6 years**
 - **7-10 years**
 - **More than 10 years**
- 4. Educational qualification:**
 - **High school diploma**
 - **Associate's degree**
 - **Bachelor's degree**
 - **Master's degree**
 - **Doctorate**
 - **Other (please specify)**

Variable	Variable dimensions	Number of statements	Source
Organizational commitment	- Moral commitment - Emotional commitment - Continuous commitment	4 4 4	Boulashar, & Boumaali, Amina. (2021). The Impact of Banking Services Development on Improving the Bank's Image from the Customers' Perspective (Doctoral dissertation, University Center of Abdalhafid Boussouf - MILA).

Dimension 1: moral commitment

1- There must be alignment between employees' qualifications and the positions they hold.

2- It is important for employees to respect work schedules, standards, and programs.

3- Employees must perform their tasks according to the planned goals.

4- Employees should strive to develop their skills in line with job requirements.

Dimension 2: Emotional commitment

1- I feel that the institution's problems are a significant part of my personal challenges.

2- I remain committed to fulfilling my duties even during difficult times because of my attachment to the organization.

3- I put in extra effort to achieve the organization's goals due to my commitment to it.

4- I feel responsible for the organization's success as if it were my personal success

Dimension 3: Continues commitment

1- I continue working here because leaving would create significant personal and financial costs

2- I feel that I have too much invested in this organization to consider leaving

3- The lack of alternative job opportunities makes me stay in my current position

4- I remain in this organization because of the stability and security it provides.

Variable	Variable dimensions	Number of statements	Source
Job performance	- Job commitment - Job loyalty - Accomplishing Task - Job discipline	4 4 4 4	Ta’feer, Aliltizam, Job Performance Quality, Malim, Bashir, Ezzou, Hamza, Foudwa, & Mohammed/Mufattir. (2023). The Impact of Organizational Commitment on Job Performance Quality (Doctoral dissertation, Ahmed Draia University - Adrar).

First dimension : job commitment

- - I feel strong sense of loyalty toward my job and responsibilities
- - I am motivated to give my best effort to succeed in my role
- - I see my current job as an important part of my long-term career goals
- - I am willing to put in extra hours and effort when needed to meet job demands

Second dimension :job loyalty

- - I feel a deep loyalty to the organization's and its values
- - I would recommend my workplace as a good place to work to others
- - I am committed to staying with my organizations even if better opportunities arise
- - I actively support the organizations goals and vision

Third dimension : accomplishing task

- Completing tasks efficiently is crucial for the overall success of the organization.
- Regularly assessing task progress helps identify areas for improvement.
- Clear communication among team members enhances productivity and accountability.
- Implementing feedback from surveys can lead to better task management practices.

Forth dimension: job discipline

- Job discipline is essential for maintaining a productive work environment.
- Employees who demonstrate discipline contribute to a positive organizational culture.
- Consistent attendance and punctuality reflect a commitment to professional responsibilities.
- Adhering to company policies and procedures fosters trust and reliability among team members.

https://docs.google.com/forms/d/e/1FAIpQLScEUkgkUXTOUrtZuKZITGrY8Zr5iPK6ZatPqWB17z25O8yuIQ/viewform?usp=sf_link

- Organizational commitment

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Dimension 1: moral commitment					
1- There must be alignment between employees' qualifications and the positions they hold. 2- It is important for employees to respect work					

schedules, standards, and programs. 3- Employees must perform their tasks according to the planned goals. 4 Employees should strive to develop their skills in line with job requirements. Dimension 2: Emotional commitment					
1 I feel that the institution's problems are a significant part of my personal challenges. 2 I remain committed to fulfilling my duties even during difficult times because of my attachment					

to the organization. 3 I put in extra effort to achieve the organization's goals due to my commitment to it. 4 I feel responsible for the organization's success as if it were my personal success Dimension 3: Continues commitment					
1- I continue working here because leaving would create significant personal and financial costs 2- I feel that I have too much invested in this organization to consider leaving					

4- The lack of alternative job opportunities makes me stay in my current position 4- I remain in this organization because of the stability and security it provides. First dimension : job commitment					
1- I feel strong sense of loyalty toward my job and responsibilities 2-I am motivated to give my best effort to succeed in my role 3-I see my current job as an important part of my long-term career goals					

4- I am willing to put in extra hours and effort when needed to meet job demands					
--	--	--	--	--	--

Second dimension :job loyalty					
1- I feel a deep loyalty to the organization's and its values 2- I would recommend my workplace as a good place to work to others - 3- I am committed to					

staying with my organizations even if better opportunities arise - 4- I actively support the organizations goals and vision					
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Third dimension : accomplishing task								
1- Completing tasks efficiently is crucial for the overall success of the organization 2-. Regularly assessing task progress helps identify areas for improvement .								

2- Clear communication among team members enhances productivity and accountability. - 4- Implementing feedback from surveys can lead to better task management practices.								
Forth dimension: job discipline								
- Job discipline is essential for maintaining a productive work environment. - Employees who demonstrate discipline contribute to a positive organizational culture.								

- Consistent attendance and punctuality reflect a commitment to professional responsibilities. - Adhering to company policies and procedures fosters trust and reliability among team members. -					
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3. Chapter 3 : Research Methodology

3,1. Introduction

This chapter outlines the research methodology employed to investigate The impact of organizational commitment On job performance. It details the operational definitions for research variables, research design, research population & sampling methods and technique, data collection methods, types of data , and data analysis methods & procedures.

Organizational commitment in a department is about employees' emotional and psychological connection to their workplace. When team members feel loyal and committed, they tend to be more engaged and motivated, directly improving their job performance. High organizational commitment leads to reduced turnover, better teamwork, and increased productivity, as employees align their goals with the department's objectives and work hard to achieve them. This commitment not

only benefits individual performance but also enhances the department's overall success.

1. Organizational Commitment (The Independent Variable)

Operational Definition: Define organizational commitment in terms of how it will be measured, such as through a survey or questionnaire assessing employees' emotional attachment, loyalty, and involvement with the organization. Specify the scale or scoring method used.

2. Job Performance (The Dependent Variable)

Operational Definition: Define job performance by identifying specific measurable indicators, like the number of tasks completed, quality of work, or productivity levels. Outline how these will be assessed, for instance, using performance reviews, productivity metrics, or supervisor evaluations.

These subheadings would help clarify how each variable is observed, measured, or manipulated in the study.

Research design

Research philosophy: positivism.

Research methodology: deductive research.

strategy: case study.

Type of research: quantitative.

Horizontally: cross-sectionally.

Procedures : Questionnaire and statistical analysis.

In research, models are used to represent and understand complex relationships between variables. They provide a framework to explore how certain factors, like organizational commitment, may impact outcomes, such as job performance. By reviewing past studies and established theories, researchers select appropriate models that help explain these relationships.

For this study, the focus is on understanding the impact of organizational commitment on job performance within a specific community or group of employees. Statistical data selection is crucial to ensure the results are accurate and applicable. This involves choosing data that represents the study population well, including diverse backgrounds and experiences.

A questionnaire is used as the primary tool for data collection. This allows researchers to gather information directly from participants on their level of commitment and performance-related outcomes. The questionnaire should be carefully designed to ensure reliability and validity, with questions that accurately capture the variables being studied.

1. Research Population

The study population consists of the healthcare sector, which includes approximately (group of 300 employees) employees. These employees are classified into various categories, such as administrative, technical, and medical staff, depending on the organisational structure. This diversity provides a comprehensive view of employee commitment and its impact on their job performance.

2. Research Sample

This refers to the group of 300 employees selected from the research community (the healthcare sector, which consists of about 5,000 employees) for data collection. They were chosen based on specific criteria to ensure diversity in the sample, such as age groups, levels of experience, and job categories.

3.4.3. Sampling Method & Techniques

The sampling method is Probability and the sampling techniques is Simple Random Sampling.

Sector	Classification
Health care	administrative, technical, and medical staff,

The researchers sample	Sample size
employees in the healthcare sector	300 employees

3.5. Data collection method

The collected data will be analyzed Statistically. Statistical analysis involves identifying, analyzing, and turning raw data into useful information. This approach will help to uncover the key relationships between the Independent variable (the impact of organizational) and the Dependent variable (job performance)

The researcher relied on the questionnaire by Boulashar and Amina Boumaali (2021) to measure the independent variable (organizational commitment) in terms of three dimensions: moral commitment, emotional commitment, and continuous commitment. Each dimension consists of four elements: the moral commitment dimension consists of four elements, the emotional commitment dimension consists of four elements, and the continuous commitment dimension consists of four elements. The instrument type is Likert

Strongly agree, agree, neutral, disagree, strongly disagree

Variable	Variable dimensions	Number of statements	Source
Organizational commitment	- Moral commitment - Emotional commitment - Continuous commitment	4 4 4	Boulashar, & Boumaali, Amina. (2021). The Impact of Banking Services Development on Improving the Bank's Image from the Customers' Perspective (Doctoral dissertation, University Center of Abdalhafid Boussouf - MILA).

The researcher relied on the questionnaire by Ta'feer, Aliltizam, Job Performance Quality, Malim, Bashir, Ezzou, Hamza, Foudwa, & Mohammed/Mufattir (2023) to measure the dependent variable (job performance) in terms of four dimensions: job commitment, job loyalty, accomplishing task , and job discipline. Each dimension consists of four elements: the job commitment dimension consists of four elements, the job loyalty dimension consists of four elements, the accomplishing task dimension consists of four elements, and the job discipline dimension consists of four elements.

The instrument type is Likert

Strongly agree, agree, neutral, disagree, strongly disagree

Variable	Variable dimensions	Number of statements	Source
Job performance	- Job commitment - Job loyalty - Accomplishing Task - Job discipline	4 4 4 4	Ta'feer, Aliltizam, Job Performance Quality, Malim, Bashir, Ezzou, Hamza, Foudwa, & Mohammed/Mufattir. (2023). The Impact of Organizational Commitment on Job Performance Quality (Doctoral dissertation, Ahmed Draia University - Adrar).

Primary data:

1. Surveys: Distributing questionnaires to a sample of employees to measure levels of job commitment and job performance.

2 . Field Observations: Observing employee behavior and performance in the workplace.

Secondary data:

A range of sources were reviewed, including scholarly books, university theses, and research journals relevant to the study topic, in addition to relying on information available in the academic material. All these sources were utilised in writing the content of this research to provide a comprehensive understanding of its variables.

3.7. Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the

sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Conclusion

Based on the results obtained from this study on the impact of job commitment on job performance, it can be confirmed that there is a strong positive relationship between these two variables. The data showed that employees who possess high levels of job commitment, whether ethical, emotional, or continuous, demonstrate better job performance.

The study also indicated that enhancing the work environment and providing support and recognition can effectively contribute to raising the level of job commitment, which positively reflects on the overall performance of employees. Thus, it is clear that improving job commitment should be a priority for human resource management to achieve organizational goals.

Chapter 4 : Statistical Analysis of Study Results

1. Introduction
2. Characteristics of the Study Sample
3. Measuring the Validity and Reliability of the Research Tool
4. Descriptive Analysis of the Study Variables
5. Linear Correlation Coefficients Between Study Variables
6. Results of Testing the Hypotheses of the Study
7. Summary

1. Introduction

This chapter presents the results of the field study, which were statistically analyzed using both the SPSS statistical software package (version 28) and Smart-PLS3.0. The chapter includes the descriptive statistics of the study sample using SPSS V28, the validity and reliability tests of the questionnaires used to collect data from the study sample using Smart-PLS 3.0. Additionally, to test the study hypotheses and model fit, simple linear regression analysis was conducted using SPSS V28, and the statistical results were validated using Smart-PLS 3.0.

2. Characteristics of the Study Sample

The study sample was distributed according to variables such as gender, age group, years of experience, job type, and educational level. Frequencies and percentages were calculated for each variable, which include:

- Gender (Male, Female)
- Age Group (18-25 , 26-35 , 36-45 , 46-55 ,56 and above)
- Years of Experience (less than one year, 1-3 years, 4-6 years, 7-10 years, more than 10 years)
- Educational Level (High school diploma, Associate's degree, Bachelor's degree, Master's degree, Doctorate)

The following table, figures, and paragraphs illustrate the classification of the study sample:

Variable	Variable Categories	The number	Percentages of total samples
Gender	1- Male	5	14,7 %
	2- Female	26	75,5 %
	3- Prefer not to say	2	5,9 %
	4- Gender	1	2,9 %
Total		34	100%
The age group	1- (18-25)	7	20,6%
	2- (18-25)	2	5,9 %
	3- (26-35)	15	44,1%
	4- (36-45)	3	8,8 %
	5- (46-55)	4	11,8%
	6- (23)	2	5,9%
	7- (24)	1	2,9%
Total		34	100%
Years of experience	1- Less than one year	7	20,6%
	2- 1-3 years	8	29,4 %
	3- 4-6 years	9	26,5%
	4- 7-10 years	8	23,5%
	5- More than 10 years	0	0%
Total		34	100%
Educational qualification	1- High school diploma	5	14,7%
	2- Associate's degree	4	11,8%
	3- Bachelor's degree	15	44,1%

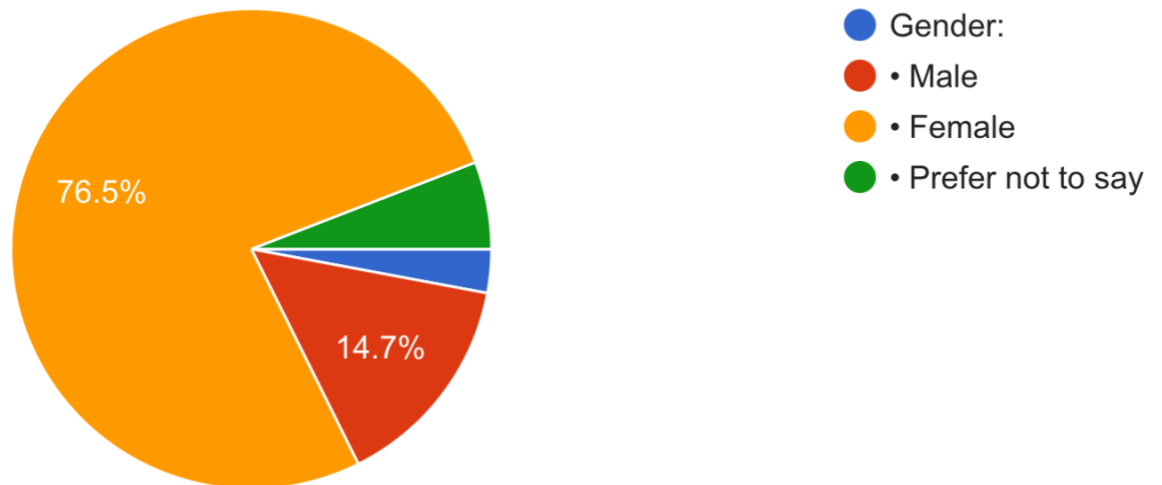
	4- Master's degree	5	14,7%
	5- Doctorate	2	5,9 %
	6- Other (please specify)	3	8,8%
Total		34	100%

Gender

- The number of females represents 76.5% of the total sample (26 out of 34).
- The number of males represents 14.7% of the total sample (5 out of 34).
- The smallest proportion is for those who preferred not to disclose their gender, representing 5.9% of the total sample (2 out of 34).

Gender

34 responses

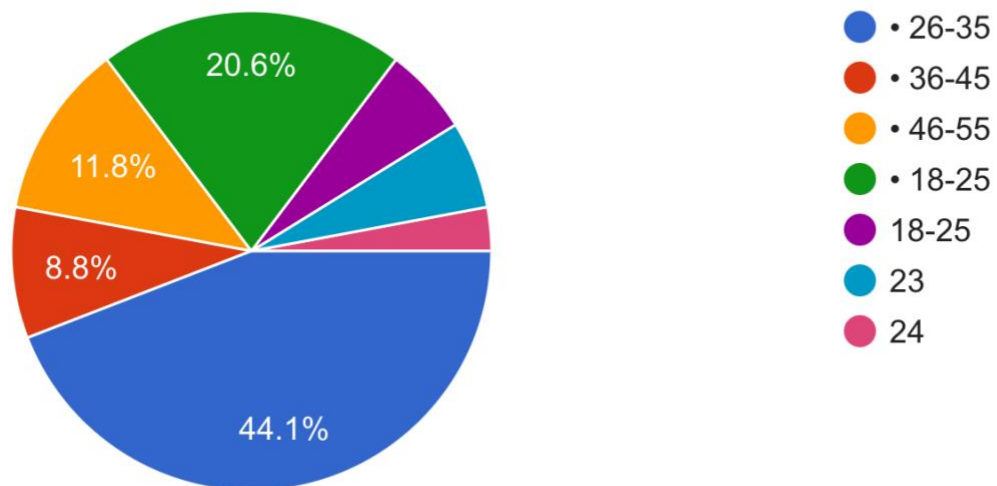


Age:

- The largest group in the sample is 26-35, representing 44.1% of the total responses.
- The second largest group is 18-25, accounting for 20.6% of the total.
- The group aged 46-55 represents 11.8% of the sample.
- Respondents aged 36-45 make up 8.8%.
- Smaller categories include specific ages, such as 23 and 24, which collectively account for the remainder.

Age:

34 responses



Years of experience

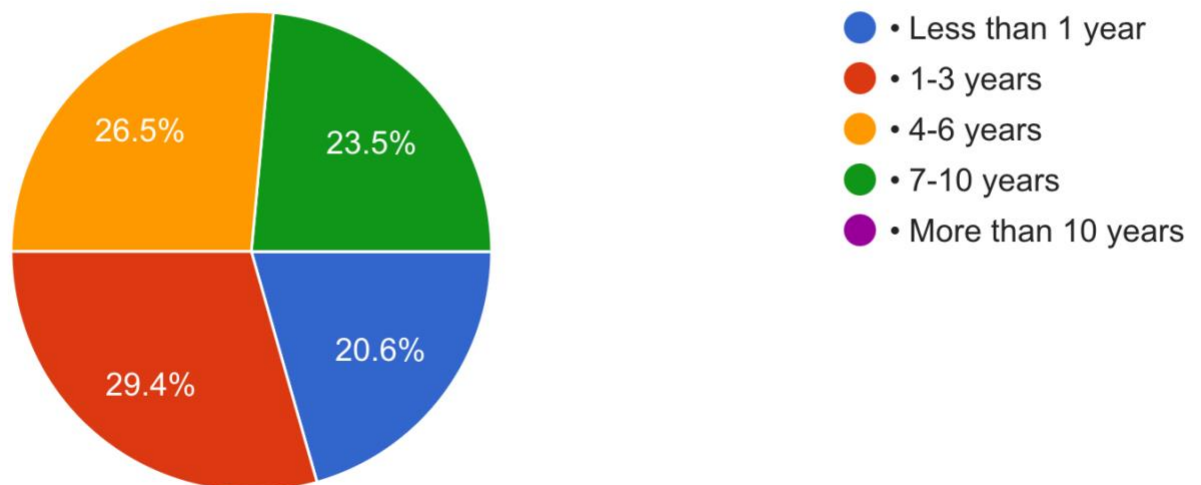
1-3 years, representing 29.4% of the total responses.

- The second largest group is 4-6 years, accounting for 26.5%.
- Respondents with 7-10 years of experience make up 23.5% of the sample.
- Those with less than a year of experience represent 20.6%.
- No respondents reported having more than 10 years of experience.

Total Responses: 34

Years of experience:

34 responses



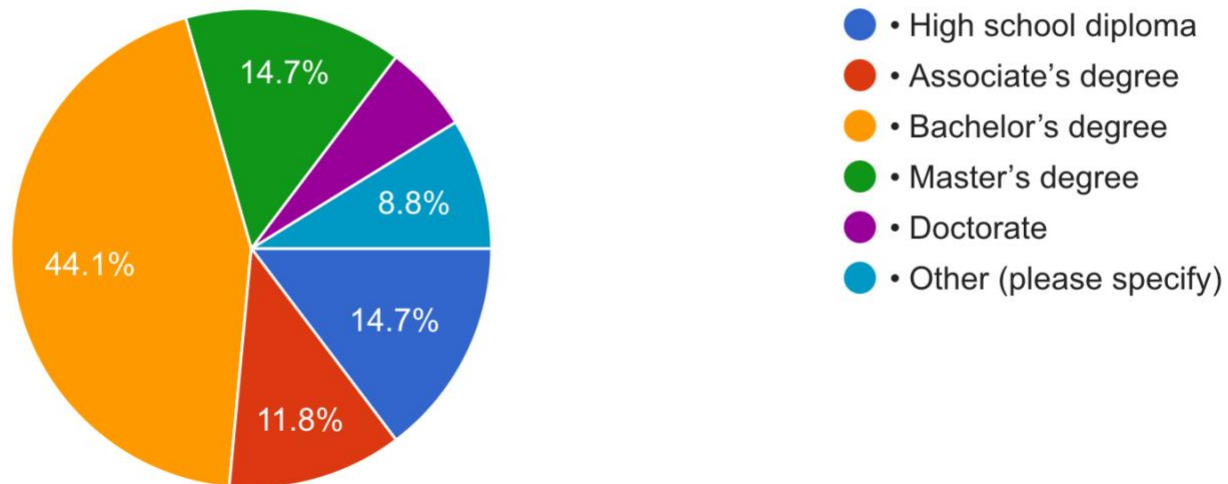
Educational qualification

- The largest group holds a Bachelor's degree, representing 44.1% of the total responses.
 - Both High school diploma and Master's degree are tied, each accounting for 14.7%.
 - Respondents with an Associate's degree make up 11.8%.
 - Those with a Doctorate represent 5.9%.
 - The Other category accounts for 8.8% of the sample.

Total Responses: 34

Educational qualification

34 responses



3. Measuring the Validity and Reliability of the Research Tool

To verify the validity and reliability of the measures used in the study, internal consistency of the questionnaires was tested, along with convergent validity through the Average Variance Extracted (AVE). Reliability was measured using Cronbach's Alpha, composite reliability, and rho-A from the structural equation modeling (SEM) using Smart-PLS 3.0.

3.1. Validity of the Measures Used in the Study

The internal consistency of the measures used in the study was tested, as well as convergent validity through the calculation of AVE.

- **Internal Consistency**: This refers to how consistent each item in the questionnaire is with the variable it is intended to measure. Correlation coefficients were calculated between the score of each item and the total score of the variable. According to Kaiser (1974), any item with a correlation lower than 0.5 is deleted from the questionnaire.

- **Convergent Validity**: This is measured by the Average Variance Extracted (AVE), which should be greater than 0.5, as per Hair et al. (2006).

The following tables and figures illustrate the statistical results of the correlation coefficients, standard deviations, T-values, P-values, and AVE calculations for testing the internal consistency and convergent validity of the questionnaire.

Variable 1- Organizational commitment	Statements	KMO	Factor loadings	Standard Deviation (STDEV)	P Values	extracted	Average Variance extracted
1- Morals commitment	A1	0.715	0,601	1,315	0,00	0,6065	Average variance
	A2		0,612	1,514	0,000		
2- Emotional commitment	B1		0,758	1,391		0,8035	
	B2		0,849	1,460	0,000		
3- Continues commitment	C1		0,796	1,403	0,000	0,741	
	C2		0,686	1,576	0,000		
						0,000	

Variable Job performance	Stateme nts	KM O	Facto r loadin gs	Stand ard Devia tion (STDEV)	P Valu es	extract ed	Avera ge Varian ce extract ed
1- Job commitm ent	BA1	0,74 7	0,781	1,185	0,00	0,703	0,721
	BA2		0,625	1,220	0		
2- Job loyalty	BB1		0,778	1,252	0,00	0,64	
	BB2		0,502	1,341	0		
3- Accompli shing tasks	BC1		0.852	1,234	0,00	0,8215	
	BC2		0791	1,173	0		
4- Job discipline	BD1		0,632	1,368	0,00	0,7195	
	BD2		0,807	1,334	0		
					0,00		
					0		
					0,00		
					0		

It is clear from the table above:

The scale of applying the first variable: All correlation coefficients for all statements are strongly correlated with their dependent variable (organizational commitment, morale commitment, emotional commitment, continues commitment), at values greater than 0.6. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted AVE, it is clear that its value for the variable of applying(organizational commitment, morale commitment, emotional commitment, continues commitment) is 0,717 > 0.6. Accordingly, the convergent validity of the questionnaire has been achieved.

The scale of applying the second variable: All correlation coefficients for the statements that measure (job performance, job commitment , job loyalty, job discipline) have a value greater than 0.5. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.0001. Accordingly, the internal consistency validity of the scale has been achieved in its three dimensions. Also, from the results above related to the value of the average variance extracted AVE for the variable of (job performance, job commitment , job loyalty, job discipline) as a whole, which is equal to 0.721, the values of the average variance extracted (job commitment , job loyalty, job discipline) are: 0.770, 0.0758, respectively. Accordingly, the convergent validity of the questionnaire has been

4.3.2 Reliability of the study tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific time periods. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha values were calculated using SPSS version 28. According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable.

Variable	Statement	Cronbach's alpha	Cronbach's alpha
Organizational commitment			
1- Morals commitment	2	0,837	0,794
2- Emotional commitment	2	0,671	
3- Continues commitment	2	0,622	
Job performance			
1- Job commitment	2	0,782	0,810
2- Job loyalty	2	0,791	
3- Accomplishing tasks	2	0,715	
4- Job discipline	2	0,752	

(Organizational commitment, morals commitment, emotional commitment, Continues commitment)

:The statistical results showed that the values of Cronbach's alpha are (0.837, 0.671, 0.622) which indicates that all values are greater than 0.7 .

According to Hair et al (2010), the stability of the scale has been achieved.

(Job performance, Job commitment, Job loyalty, Accomplishing tasks, Job discipline)

:The statistical results showed that the values of Cronbach's alpha are (0.782, 0.791, 0.715, 0.752) which indicates that all values are greater than 0.7 .

According to Hair et al (2010), the stability of the scale has been achieved.

Strongly disagree	Disagree	Neutral	Strongly agree	Agree
1	2.	3.	4.	5.

the relative weight corresponding to each category is calculated by multiplying the arithmetic mean by $(100 \div 5)$, where 5 is the five-point scale.

Level (degree) practice/ importance	Relative weight %	Results (general trend)	The value of the arithmetic mean
Very low	From 20% to less than 36%	Strongly disagree	From 1 to less than 1,80
Low	From 36% to less than 52%	Disagree	From 1,80 to less than 2,60
Middle	From 52 % to less than 68%	Neutral	From 2,60 to less then 3,40
Very high	From 84% to less than 100%	Strongly agree	From 4,20 to less than 5
High	From 68% to less than 84%	Agree	From 3,40 to less than 4,20

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale and the standard deviations of the variables according to the table related to the importance of the arithmetic mean

Variable	Arithmetic mean		Standard Deviation		General trend		Level of importance	
First variable								
- First dimension	3,37	3,57	1,176	1,022	Neutral	Strongly agree	Middle	High
- Second dimension	3,62		1,281		Agree		High	
- Third dimension	3,72		1,226		Agree		High	
Second variable		3,87		0,888		Strongly agree		High
- First dimension	3,79		1,081		Agree		High	
- Second dimension	3,66		1,140		Agree		High	
- Third dimension	3,94		1,120		Agree		High	
- Fourth dimension	4,04		1,177		Agree		High	

The descriptive results of the study sample for the independent variable, organizational commitment, show a high level of agreement, with an overall mean score of 3.57 and a standard deviation of 1.022. The descriptive statistical analysis of the dimensions of organizational commitment further revealed a consistently high level of agreement across all three dimensions—

moral commitment, emotional commitment, and continuous commitment—reflecting a strong application of organizational commitment. Specifically, the results for the dimensions were as follows: moral commitment recorded a mean score of 3.37 with a standard deviation of 1.176, emotional commitment had a mean score of 3.62 with a standard deviation of 1.281, and continuous commitment achieved the highest mean score of 3.72 with a standard deviation of 1.226. These findings demonstrate a strong consensus among the study sample regarding the implementation of organizational commitment across all its dimensions.

The descriptive results of the sample for the variable job performance indicate a high level of agreement among the respondents, reflecting a strong application of job performance practices. The overall mean score for the variable was 3.87 with a standard deviation of 0.888. Moreover, the descriptive statistical results for the dimensions of job performance showed that the general trend across all four dimensions (job commitment, job loyalty, task accomplishing, and job discipline) indicates a high level of agreement, highlighting the strong implementation of job performance practices. The results for each dimension were as follows: job commitment had a mean score of 3.79 and a standard deviation of 1.081; job loyalty recorded a mean score of 3.66 with a standard deviation of 1.140; task accomplishing had a mean score of 3.94 with a standard deviation of 1.120; and job discipline had the highest mean score of 4.04 with a standard deviation of 1.177. These findings indicate that the majority of the study sample strongly agree on the application of job performance practices across all dimensions.

4.5 Linear correlation coefficients between the study variables

The following table shows the linear correlation coefficients between the study variables, which were measured using SPSS-V 28, as follows:

Variable		Morals commitment	Emotional commitment	Continues Commitment	Job performance
Morals commitment	Pearson correlation	1	.454**	.478**	.491**
	Sig. (2-tailed)		.008	.004	.003
	N	34	33	34	34
Emotional commitment	Pearson correlation	.454**	1	.720**	.613**
	Sig. (2-tailed)	.008		<.001	<.001
	N	33	33	33	33
Continues commitment	Pearson correlation	.478**	.720**	1	.643**
	Sig. (2-tailed)	.004	<.001		<.001
	N	34	33	34	34
Job performance	Pearson correlation	.491**	.613**	.643**	1
	Sig. (2-tailed)	.003	<.001	<.001	
	N	34	34	34	34

The linear correlation between organisational commitment and its dimensions (as the independent variable) and job performance (as the dependent variable) reveals the following:

- A moderate positive significant correlation (0.491) was found between organisational commitment and its dimensions as an independent variable and job performance as a dependent variable, at a significance level of less than 0.01.
- There was also a moderate positive significant correlation between each dimension of organisational commitment (moral commitment, emotional commitment, and continuous commitment) and job performance as a dependent variable, with correlation coefficients of 0.401, 0.454, and 0.478, respectively, at a significance level of less than 0.01.
- These findings indicate that the correlation coefficients between the study variables are relatively high, reflecting the strength of the relationship between organisational commitment and job performance.

The linear correlation between the dimensions of organisational commitment and the overall variable of organisational commitment, as well as among the dimensions themselves, reveals the following:

The results of the previous table indicate a positive significant correlation between organisational commitment as a whole and its dimensions (moral commitment, emotional commitment, and continuous commitment) at a significance level of 0.01.

4.6 Results of Hypothesis Testing

This section focuses on testing the validity of the study's main hypothesis and its associated sub-hypotheses. The statistical results obtained were analysed using both the SPSS V.28 software and SEM-PLS and are presented as follows:

Main Hypothesis of the Study:

There is a positive significant relationship with statistical significance between organisational commitment and job performance.

The main hypothesis is divided into the following sub-hypotheses:

1. Hypothesis 1: There is a positive significant relationship with statistical significance between organizational commitment and job performance.
2. Hypothesis 2: There is a positive significant relationship with statistical significance between emotional commitment and job performance.
3. Hypothesis 3: There is a positive significant relationship with statistical significance between continuous commitment and job performance.

Results of Testing the Main Hypothesis:

The main hypothesis states: “There is a positive significant relationship with statistical significance between organisational commitment and job performance.”

To test this hypothesis, the Simple Linear Regression Analysis method was used. This statistical technique is widely employed to examine the relationship between two variables. In this context, the method was applied to investigate the relationship between organisational commitment (the independent variable) and job performance (the dependent variable).

The analysis aimed to determine whether there is a significant relationship between the application of organisational commitment practices and the level of job performance. Through this method, the impact of organisational commitment on job performance was assessed, along with measuring the strength and direction of the relationship using the statistical parameters derived from the simple linear regression model.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.486	.470	.654

a. Predictors: (Constant), Variable_organizational_commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.931	1	12.931	30.232	<.001 ^b
	Residual	13.687	32	.428		
	Total	26.618	33			

a. Dependent Variable: Variable_Job_performance

b. Predictors: (Constant), Variable_organizational_commitment

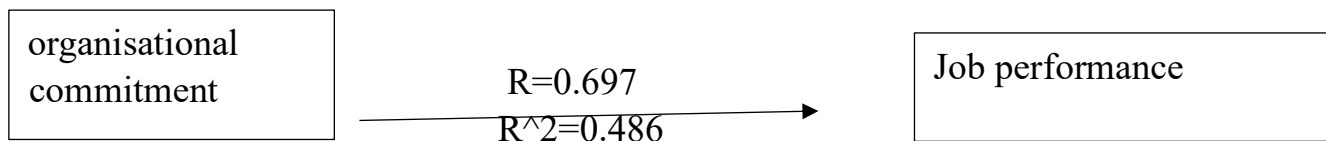
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.678	.413		4.061
	Variable_organizational_commitment	.612	.111	.697	5.498

Coefficients^a

Model		Sig.	95.0% Confidence Interval for B	
			Lower Bound	Upper Bound
1	(Constant)	<.001	.837	2.520
	Variable_organizational_commitment	<.001	.386	.839

a. Dependent Variable: Variable_Job_performance



The table above reveals the following findings:

- The significance level of the F-test (Sig) is less than 0.01, indicating that the simple linear regression model is statistically significant at the 0.01 level.
- The correlation coefficient ($R = 0.697$) indicates a strong positive correlation between overall organizational commitment and job performance.
- The adjusted coefficient of determination (R^2) shows that approximately 48% of the variation in job performance can be explained by the variation in organizational commitment levels.
- The T-value confirms the significance of the regression coefficient Beta (B), with the calculated T-test significance level being 1.678.

Based on these results, the main hypothesis, which states that “There is a positive significant relationship with statistical significance between organizational commitment (overall) as an independent variable and job performance as a dependent variable,” is accepted.

Results of Testing the First, Second, and Third Sub-Hypotheses:

- **First Sub-Hypothesis:**
This hypothesis states: “There is a positive significant relationship with statistical significance between moral commitment and job performance.”
It examines the direct relationship between moral commitment (independent variable) and job performance (dependent variable).
- **Second Sub-Hypothesis:**
This hypothesis states: “There is a positive significant relationship with statistical significance between emotional commitment and job performance.”
It investigates the direct relationship between emotional commitment (independent variable) and job performance (dependent variable).
- **Third Sub-Hypothesis:**
This hypothesis states: “There is a positive significant relationship with statistical significance between continuous commitment and job performance.”
It explores the direct relationship between continuous commitment (independent variable) and job performance (dependent variable).

To test these sub-hypotheses, the Simple Linear Regression Analysis method was utilized, which is a common statistical approach for assessing the relationship between two variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.397	.708

a. Predictors: (Constant), C2, A1, B1, A2, B2, C1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.564	6	2.261	4.507	.003 ^b
	Residual	13.041	26	.502		
	Total	26.604	32			

a. Dependent Variable: Variable_Job_performance

b. Predictors: (Constant), C2, A1, B1, A2, B2, C1

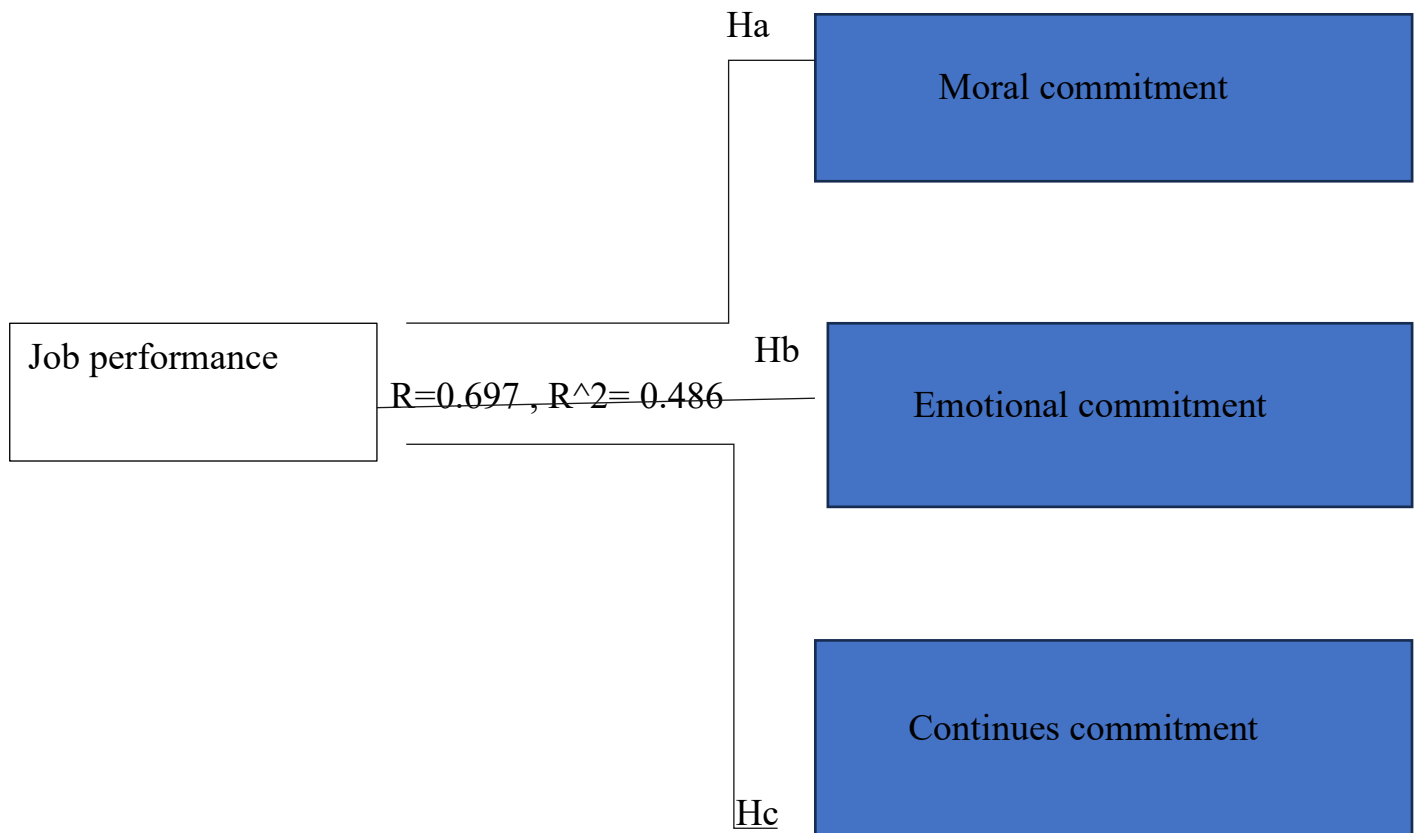
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.691	.434		3.897
	Morals_commitment	.158	.120	.204	1.312
	Emotional_commitment	.194	.137	.272	1.409
	Continues_commitment	.254	.147	.345	1.732

Coefficients^a

Model		Sig.	95.0% Confidence Interval for B	
			Lower Bound	Upper Bound
1	(Constant)	<.001	.803	2.578
	Morals_commitment	.200	-.088-	.404
	Emotional_commitment	.170	-.087-	.474
	Continues_commitment	.094	-.046-	.554

a. Dependent Variable: Job_performance



The table above reveals the following findings:

- The significance level of the F-test (Sig) is less than 0.01, indicating that the simple linear regression model is statistically significant at the 0.01 level.
- The correlation coefficient ($R = 0.686$) indicates a strong positive correlation between the dimensions of organizational commitment (moral commitment, emotional commitment, and continuous commitment) and job performance.

- The adjusted coefficient of determination (R^2) shows that 48.6% of the variation in job performance can be explained by the variation in the dimensions of organizational commitment.
- The T-value confirms the significance of the regression coefficient Beta (B), with a calculated significance level of 1.691.

Based on these results, the first, second, and third sub-hypotheses are accepted, as a positive significant relationship with statistical significance was established between the independent variables (moral commitment, emotional commitment, and continuous commitment) and the dependent variable (job performance).

4-7 Conclusion

This chapter presented a detailed statistical analysis of the findings from the field study conducted on a sample of employees within the specified organization. The analysis utilized advanced statistical tools, including SPSS and SEM-PLS, to process and interpret the data. These tools provided robust statistical capabilities, enabling an accurate and reliable interpretation of the findings.

The descriptive statistical analysis focused on understanding the characteristics of the participants, with emphasis on demographics such as age, gender, job position, and years of experience. This analysis provided a comprehensive understanding of the sample's profile, which was essential for deriving meaningful insights from the study results.

The inferential analysis examined the relationship between the main study variables. The independent variable in this study, Organizational Commitment, was explored through its dimensions of Moral Commitment, Emotional Commitment, and Continuous Commitment. These dimensions were analyzed to assess their influence on the dependent variable, Job Performance, and its dimensions of Job Commitment, Job Loyalty, Accomplishing Tasks, and Job Discipline.

The analysis confirmed the validity and reliability of the scales used, demonstrating high levels of consistency and accuracy. These results underscore the reliability of the data extracted from the study. The SEM-PLS approach further facilitated the testing of the primary hypothesis, which proposed a significant relationship between Organizational Commitment and Job Performance. The results revealed the extent to which the dimensions of Organizational Commitment impacted the dimensions of Job Performance, providing a clear understanding of the interaction between the variables within the organizational context.

This chapter's findings affirmed the pivotal role of Organizational Commitment in enhancing Job Performance. These insights provide valuable implications for improving organizational commitment practices and optimizing job performance in organizational settings. Such improvements are crucial for addressing real-world challenges and promoting practical applications of study recommendations.

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