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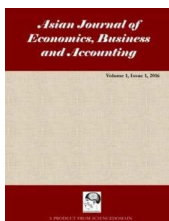


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Employees' Commitment and Its Impact on Organizational Performance

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Author's contribution

The sole author designed, analyzed and interpreted and prepared the manuscript.

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ABSTRACT

The purpose of this study was to identify the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (Affective, Normative, Continuous) have been taken as independent variables and Organizational Performance as the dependent variable.

Both descriptive and explanatory research methodologies were adopted in this study. A five point Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat. The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly related to Organizational Performance in Eravurpatru Divisional Secretariat. The research findings reveal that there exists positive relationship between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and Organizational Performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level, and the management should hire employees who are likely to become linked to the organization, this shall have a great impact and take the organization towards promising competitive edge.

Keywords: *Affective commitment; normative commitment; continuance commitment; organizational performance.*

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1. INTRODUCTION

1.1 Background of the Study

Globally, there seems to be a performance crisis in public service, as there is need to produce more for less [1]. This economic problem that strikes through poor, developing and developed countries has raised the appetite for efficiency, hence the need for evaluation mechanisms to help assess the performance of government institutions or programs that are quite inadequate [1].

Following the liberalization of most economies in the 1980s and early 1990s, most organizations in developing countries have experienced growing competition from multinationals and with this kind of trend; organizations must devise ways of becoming more responsive to customer expectations to compete favorably in the global village [2].

The quality of employees is the important influence on performance and it is believed that this employee is the “backbone” of the state government services with imperative role of ensuring that government policies and programs in the new era of National development are implemented effectively and efficiently [3].

1.2 Research Problem

In today's competitive and dynamic world every organization is facing new challenges regarding competitive organizational performance and creating committed workforce [4]. In the present competitive environment no organization can perform at the maximum level, unless each employee in the organization is committed to the objectives of the organizations. Hence, it is important to understand the concept of commitment and its influence for feasible outcome.

Committed employees develop a bond with an organization and that creates better organizational performance. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better [5]. Successful organizations depend on the high performance of their employees to meet their objectives. In order to achieve their strategic aims and keep their competitive advantage, their employees must perform at high levels [6]. Organizational

behavior philosophers believe that it is also crucial to have the right employees for the right jobs [7]. The person-job fit is important because it determines whether or not the employee is well-suited for the job [8].

Organizations need to understand that employees have their own requirements and personal wishes that need to be considered. This can determine if the employee feels positive or negative about the organization and needs to be treated individually [9].

Organizations must meet their strategic aims and advantage in the marketplace by employing and keeping high performing employees [6]. Successful organizations make sure that there is a good match between the employee and the job [7].

Moreover, recent studies have shown that high commitment practices can work well synergistically and a reflective of a general commitment strategy [10]. Furthermore, high commitment work practices do improve performance, labour productivity and the quality of service [11].

Researches in the past have examined a number of elements that can affect job performance. Jaramilloa et al. [12] and Al Ahmadi [13] showed that a crucial element is employees' commitment to their job.

Human resource system can facilitate the development or organizational competencies through eliciting employees' commitment to the firm [14]. Gagné, et al. [10] have found that the sense of employees' obligation to organization become more positive when flexible time scheduling is being adopted by the organization. It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis [15]. Lambert, et al. [16] examined facts of a positive correlation between organizational commitment and job performance.

Therefore, this study aims at identifying the level of employees' commitment and organizational performance, and estimating the impact of employees' commitment on organizational performance as the employees' commitment has become a major determinant of the organizational performance in particular the performance of government institutions or programs that are quite inadequate (Nabukeera, Ali & Raja, 2014) [1].

1.3 Research Questions

Based on the review of literature and the conceptual framework the following research questions are advanced in this study.

1. What is the level of commitment of the employees' in the Eravurpatru Divisional Secretariat?
2. What is the level of organizational performance in the Eravurpatru Divisional Secretariat?
3. Whether Gender, age and years of experience have impact on organizational performance in the Eravurpatru Divisional Secretariat?

1.4 Objective of the Study

The specific objectives of this study are given below. These objectives have been derived from the research questions and purpose of the study.

1. To identify the level of commitment of the employees' in the Eravurpatru Divisional Secretariat.
2. To identify the level of organizational performance in the Eravurpatru Divisional Secretariat?
3. To examine the impact of Gender, age and years of experience on organizational performance in the Eravurpatru Divisional Secretariat?

2. LITERATURE REVIEW

2.1 Employee Performance

Organizations achieve their objectives when competent and committed employees are engaged [17]. Getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization has been one of the problems facing most organizations especially in the service industry.

Sharma and Bajpai [18] assert that employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels

Employee Performance is defined as the attained outcome of actions with the skills of employees who perform in some situation [19].

2.2 Model of Commitment

According to Meyer & Allen [20] commitment "is a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization."

2.2.1 Affective commitment dimension

This represents the individual's emotional attachment to the organization. According to Meyer and Allen [20] affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organization". Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to link closely with the same organization [20]. Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization [21].

The organizational commitment model of Meyer and Allen [20] indicates that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Affective commitment development involves identification and internalization [22].

2.2.2 Continuance commitment dimension

The second dimension of the tri-dimensional model of organizational commitment is continuance commitment. Meyer and Allen [20] define continuance commitment as "awareness of the costs associated with leaving the organization". It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization ([20]) Meyer and Allen [20] further state that "employees whose primary link to the organization is based on continuance commitment remain because they need to do so". This indicates the difference between continuance and affective commitment. The latter

entails that individual's stay in the organization because they want to.

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained [21]. Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals and values.

2.2.3 Normative commitment dimension

The last dimension of the organizational commitment model is normative commitment. Meyer and Allen [20] define normative commitment as "a feeling of obligation to continue employment". Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization ([20]). According to Meyer and Allen [20] "employees with normative commitment feel that they ought to remain with the organization". In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do.

Lee et al. [22] found that employee commitment will go up when they feel affiliation with the organization and also when organization recognizes them as a part of organization. Recognition as a part of organizational success story will increase the commitment level and also the individual and organizational productivity.

2.3 Organizational Commitment and Employee Performance

Chen, et al. [23] who studied the relationship between organizational commitment, and job performance found that there was a positive relationship between organizational commitment and job performance. Their study suggested that companies needed to strengthen their employees' commitment towards organization in order to enhance organizational performance.

3. CONCEPTUALIZATION

Following conceptual framework was developed based on literature survey. This conceptual framework depicts the independent variables and the dependent variable.

4. METHODOLOGY

The purpose of this research is to empirically investigate the assumption that employees' commitment influences organizational performance.

Researcher applied quantitative methodology for this study. Thus, survey method has been adopted. Affective commitment, normative commitment, and continuous commitment have been identified as measurable dimensions of employees' commitment for the purpose of questioner development. Furthermore, the questionnaire was used to collect the data from the study area.

4.1 Population and Sampling

There are 25 districts in Sri Lanka, and Batticaloa of one of the districts. The district of Batticaloa has 14 divisional secretariats, and Eravurpatru Divisional Secretariat is one of them. This study was conducted in Eravurpatru Divisional Secretariat in Batticaloa District. Recently, the government has announced changes and reforms for Government sector organizations in Sri Lanka. There are 127 of employees in different categories are working in the Eravurpatru Divisional secretariat. They were grouped under three categories such as, top level Administrative executive officers, middle level administrative officers, and lower level employees. Administrative officers and employees from these categories are amounting to 123, thus 100 numbers of administrative officers and employees were selected based on stratified proportionate random sampling method and the questionnaires were distributed accordingly.

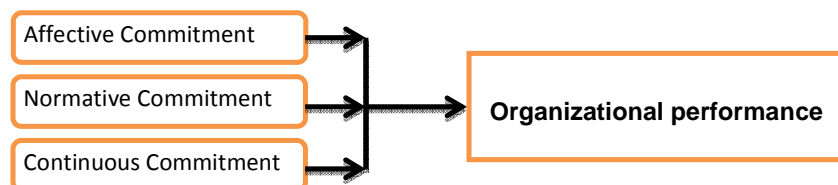


Fig. 1. Figure conceptual model

4.2 Data Collection Methods and Instruments

This study was carried out based on primary data. Structured questionnaire was used to collect data. The Questioner comprised of statements on dimensions. The questionnaires were issued to the 100 respondents with self-addressed cover on personal visit to the Divisional Secretariat, and were requested to mail giving 14 calendar days. Likert scale of 1-5 which ranges from "Strongly Disagree" to "Strongly Agree" was applied in the questionnaire to identify responses. The numerical values were given for the purpose of quantification of variable as follows:

1. Strongly disagree
2. Disagree
3. Neither Agree nor Disagree.
4. Agree
5. Strongly agree

4.3 Data Presentation, Analysis and Evaluation

Data has been presented using tables. Meanwhile descriptive analysis was used for data analysis. Hence under the descriptive analysis, mean and standard deviation were derived from the analysis of 87 samples. Independent sample t-Test was run to test whether or not Gender has impact on organizational performance. ANOVA was run in order to determine whether or not age and years of experience have an impact on organizational performance. Statistical package of SPSS 22.0 has been used for this purpose. Furthermore, criteria shown in Table 1 were adopted to evaluate mean values. This was established to determine the level of employees' commitment and organizational performance.

Table 1. Decision rule for univariate analysis

Range	Decision attributes
$1 \leq X_i \leq 2.5$	Low level
$2.5 < X_i \leq 3.5$	Moderate level
$3.5 < X_i \leq 5.0$	High level

Source- Formed for this research

5. ANALYSIS AND FINDINGS

5.1 Sample Profile

The Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka has been selected for this study. The respondents consist of 100 employees from those 02 categories of employees as per the Table 2. Hence 87 employees were responded to the questionnaires and the response rate of this study is 87%.

5.2 Descriptive Statistics

Univariate analysis was carried out for evaluating the attributes of variables as individually based on the responses. Here, the frequency, mean values and standard deviation of variables were considered for analysis. Mean values have been distributed based on Likert's scale which represent "Strongly Disagree" to "Strongly Agree" of between 1 to 5. Meanwhile mean values were evaluated based on the established evaluative criteria which range from "Low level" to "High level".

5.3 Findings and Discussion of Employees' Commitment and Organizational Performance in the Eravurpatru Divisional Secretariat in the District of Batticaloa, Sri Lanka

This section provides findings and discussion on employees' commitment and organizational performance in the Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka in order to meet the first objective of this study.

Table 2. Sample and response rate

Category of employees	Gender	Number of employees	Proportion	Number of sample selected	Number of respondents	Response rate
Middle level officers	Male	18	14	14	11	79%
	Female	25	20	20	18	90%
lower level employees	Male	33	26	26	21	81%
	Female	51	40	40	37	93%
Total		127	100%	100	87	87%

Source-Data analysis

The data presented in Table 3, revealed that all three commitments (Affective, Normative, Continuous) of the employee have shown higher mean values. This explores that the level of each dimensions has shown the mean values higher than 3.5 which indicated higher level. It has shown that the mean value of 3.93 and Standard Deviation as 0.60 through the analysis of survey. In addition to that, most of the respondents expressed the common opinion regarding the employees' commitment (SD = 0.60).

Univariate analysis was performed to find out the results. This explores that the level of each dimension of employees' commitment (Affective, Normative, and Continuous) in the Eravurpatru Divisional Secretariat.

Findings confirmed based on the Univariate analysis that the Affective commitment of the employees has the mean of 3.93, Normative commitment has the mean value of 3.96, and Continuous commitment has the mean value of 3.90. This finding reveals that the employees working for the Eravurpatru Divisional Secretariat in the district of Batticaloa are having high level of commitment since the mean value of commitment construct is 3.93. It clearly shows that the Eravurpatru Divisional Secretariat use effective and explicit instruction and effective management practices at a high level to motivate the employees to commit highly for their betterment and the betterment of the organization.

The data presented in Table 4, revealed that organizational performance has shown higher mean values. This explores that the level of organizational performance has shown the mean value higher than 3.5 which indicated higher level. It has shown that the mean value of 4.02 and Standard Deviation as 0.51 through the analysis of survey. In addition to that, most of the respondents expressed the common opinion regarding the organizational performance (SD = 0.51).

This finding reveals that the organizational performance of the Eravurpatru Divisional

Secretariat in the district of Batticaloa is having high level. It clearly shows that the employees are more committed towards their obligation and the objective of the organization.

There is a strong relationship between the dependent variable and the dimensions of the independent variable. The value of Pearson Coefficient (r) for AC and OP is 0.859, for CC and OP is 0.886 and NC and OP are 0.764 (Table 5). These values are quite near to +1 and show strong correlation. This means changes in one variable are strongly correlated with changes in the second variable. As all the correlations are positive it shows that when one variable increases/ decreases then the other would also increase or decrease. The significance level when seen at 95% level of significance the p value is less than 0.05 (Table 5).

The value of R Square, the coefficient of determination comes to be 1.000, which indicates the explanatory power of the model. This shows 100 percent variation in the dependent variable (organizational performance) is explained together by the three independent variables (AC, CC, NC) (Table 6). The significance of the R Square can be tested by the F value and it has been found that there is a strong significant relationship (.000) between dependent variable with independent variables at 95% level of significance (Table 6).

The AC, CC, NC are positively related to Organizational Performance as the coefficient shows positive sign. The results indicate that all the three commitment has equal contribution towards organizational performance. From the table above, we can say that the p value is .000 which is less than the 95% level of the significance (Alpha) (Table 7). The relative importance of the three commitments (AC, NC, CC) is obtained by the absolute value of the BETA standardized regression coefficient given as 0.427 for CC, 0.427 for AC and 0.334 for NC respectively. The beta values show the impact of AC, CC and NC on OP (Table 7).

Table 3. Summary of the findings on employees' Commitment

Dimensions of employees' commitment	Mean	Std. deviation
Affective commitment	3.93	0.59
Normative commitment	3.96	0.60
Continuous commitment	3.90	0.62
Employees' commitment	3.93	0.60

Source-Data analysis

Table 4. The findings on organizational performance

Description	Mean	Std. deviation
organizational performance	4.02	0.51

Source-Data analysis

5.4 Findings and Discussion of Whether or not Gender, Age and Years of Experience Have Impact on Organizational Performance

This section presents the details of responded entities. Thus, gender, age and years of experience have been described in detail.

5.4.1 Difference in organizational performance between genders of respondents

Independent sample t-Test was carried out to verify whether or not Gender has impact on organizational performance and results are given in the following Tables 8 and 9. The Table 8 indicates that 32 males have a mean value of 3.63 and SD as .323 and 55 females have mean value of 3.75 and SD as .400 in organizational performance.

The Table 9 shows Levene's test for equality of variances, and indicates that variances for respondents does not differ significantly (p-value, $0.636 > 0.05$) from each other. Then 'Equal-Variance Assumed' assumption was taken and t-test for equality of means was carried out to compare average values between respondents.

As the p-value from the t-test for equality of means ($p=0.205$), is greater than the significance level 0.05, and it was concluded that there is sufficient evidence to say, at the 5% level of significance, that "there are no significant differences in organizational performance between male and female employees working for the Eravurpatru Divisional Secretariat in the district of Batticaloa Sri Lanka".

This study was conducted in the Eravurpatru Divisional Secretariat in the district of Batticaloa Sri Lanka and data were collected from among employees working for the Eravurpatru Divisional Secretariat in the district of Batticaloa. The commitment of the employees are more based on knowledge and attitude as it is a public service organization and less towards hard labour. Therefore, both genders have been considered equal in the assignment of tasks. Therefore, the findings revealed the equal concern and practice, hence both gender reveal the same perception towards organizational performance.

5.4.2 Difference in organizational performance among age group of employees

ANOVA analysis was carried out to verify the difference and results are given in the following Table 10.

F statistics for the differences in OP among different age Group of employees is 42.412 with an associated p-value of 0.000. As the p-value is less than the significance level 0.05, it can be concluded that there is sufficient evidence to say

Table 5. Pearson inter-correlation between the variable

		Avg(OP)	Avg(AC)	Avg(CC)	Avg(NC)
Pearson Correlation	Avg(OP)	1.000	.859	.886	.764
	Avg(AC)	.859	1.000	.649	.462
	Avg(CC)	.886	.649	1.000	.545
	Avg(NC)	.764	.462	.545	1.000
Sig. (1-tailed)	Avg(OP)		.000	.000	.000
	Avg(AC)	.000		.000	.000
	Avg(CC)	.000	.000		.000
	Avg(NC)	.000	.000	.000	
N	Avg(OP)	87	87	87	87
	Avg(AC)	87	87	87	87
	Avg(CC)	87	87	87	87
	Avg(NC)	87	87	87	87

Source-Data analysis

at 5% level of significance, that “there are significant differences in organizational performance among employees with different age Group of employees of the Eravurpatru Divisional Secretariat in the district of Batticaloa Sri Lanka.

There are four different categories of age group of employees mentioned in the questionnaire,

and thus it is essential to figure out the actual age Group of employees which differs significantly among those all four in terms of organizational performance. To find out the differences in detail, Post-Hoc analysis and Test of Homogeneity of Variance were carried out. The results of the analysis are presented in the Tables 10. and 11.

Table 6. Stepwise regression analysis - ANOVA^d

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	8.471	1	8.471	174.989	.000 ^a
	Residual	2.323	85	.048		
	Total	10.794	86			
2	Regression	9.972	2	4.986	285.084	.000 ^b
	Residual	.822	84	.017		
	Total	10.794	86			
3	Regression	10.794	3	3.598		.000 ^c
	Residual	.000	83	.000		
	Total	10.794	86			

Source-Data analysis

a. Predictors: (Constant), Avg(CC)

b. Predictors: (Constant), Avg(CC), Avg(AC)

c. Predictors: (Constant), Avg(CC), Avg(AC), Avg(NC)

d. Dependent Variable: Avg(OP)

Table 7. Stepwise regression analysis – coefficient table

Model	Unstandardized coefficients		Standardized coefficients	t	Sig	95.0% Confidence interval for B	
	B	Std. error	Beta			Lower bound	Upper bound
1 (Constant)	.937	.188		4.971	.000	.558	1.316
Avg(CC)	.692	.052	.886	13.228	.000	.587	.797
2 (Constant)	.512	.122		4.186	.000	.266	.758
Avg(CC)	.444	.041	.568	10.737	.000	.360	.527
Avg(AC)	.382	.041	.490	9.266	.000	.299	.465
3 (Constant)	2.220E-16	.000		.	.	.000	.000
Avg(CC)	.333	.000	.427	.	.	.333	.333
Avg(AC)	.333	.000	.427	.	.	.333	.333
Avg(NC)	.333	.000	.334	.	.	.333	.333

a. Dependent Variable: Avg(OP) Source-Data analysis

Table 8. Gender * organizational performance

Variable	Respondent	N	Mean	Standard deviation
organizational performance	Male	32	3.63	0.323
	Female	55	3.75	0.400

(Source: survey data)

Table 9. Organizational performance (independent sample t-test analysis - gender)

Variance assumption	Levene's test for equality of variance		t-test for equality of means		
	F	Sig.	T	Df	P-value
Equal variance assumed	0.195	0.636	-1.271	85	0.205
Equal variance not assumed			-1.311	63.33	0.191

(Source: survey data)

Table 10. OP (Analysis of variance – age group of employees)

	Sum of squares	df	Mean square	F	Sig.
Between Groups	16.001	3	6.000	42.412	0.000
Within Groups	30.369	83	0.135		
Total	46.370	86			

(Source: survey data)

Homogeneity of Variance Test was carried out to check whether the variances of different age Group of employees' categories are equal or not. The result of the test is indicated in Table 11. As the p-value is less than 0.05 (p-value = 0.000), it can be concluded that the variances are not equal. Hence, Equal variance was not assumed and Post-Hoc analysis was carried out to find out the actual differences. Games-Howell Test was selected under the selected assumption.

Table 11. Test of homogeneity of Variance – OP (age Group of employees)

Levene statistic	df1	df2	Sig.
24.019	3	83	0.000

(Source: survey data)

The results of the Post-hoc Analysis are presented in Table 12. It has been found out

from the in-depth analysis that, there are significant differences between the employees who are 51 or more age and those who are 21-30, the employees who are 51 or more age and those who are 31-40, and the employees who are 51 or more age and those who are 41-50. Employees who are 51 or more age are more willing, perceive positively and ready to exercise more commitment to achieve organizational performance than employees of other age groups. However, there are no significant differences in organizational performance among employees who are 21-30 years, 31-40 years, and 41-50 years of age.

The outcome of this data analysis revealed that there are significant differences in organizational performance among different age Group of employees of the Eravurpatru Divisional Secretariat in the district of Batticaloa Sri Lanka.

Table 12. Post-Hoc analysis – age Group of employees

Age group of employees (I)	Age group of employees (J)	Mean difference (I-J)	Sig.
21-30	31-40	-0.06711	0.879
	41-50	-0.08424	0.860
	51 or more	-0.77201	0.000
31-40	21-30	0.06711	0.879
	41-50	-0.00836	0.969
	51 or more	-0.69590	0.000
41-50	21-30	0.08424	0.860
	31-40	0.00836	0.969
	51 or more	-0.68727	0.000
51 or more	21-30	0.77201	0.000
	31-40	0.69590	0.000
	Muslim	0.68727	0.000

(Source: survey data)

Table 13. Organizational performance (analysis of variance - years of experience)

	Sum of squares	df	Mean square	F	Sig.
Between Groups	3.379	3	1.126	6.211	0.000
Within Groups	55.018	83	0.184		
Total	58.397	86			

(Source: survey data)

5.4.3 Difference in organizational performance (OP) among years of experience of respondents

ANOVA analysis was carried out to verify the difference and results are given in the following Table 13.

F statistics for the differences in organizational performance among years of experience is 6.211 with an associated p-value of 0.000. As the p-value is less than the significance level 0.05, it can be concluded that there is sufficient evidence to say at 5% level of significance, that “there are significant differences in organizational performance among different years of experience of employees of the Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka”.

As there are four years of experience groups mentioned in the questionnaire, it is essential to figure out the actual years of experience groups which differ significantly among those all four in terms of organizational performance. To find out the differences in detail, Post-Hoc analysis and Test of Homogeneity of Variance were carried out. The results of the analysis are presented in the Tables 13. and 14.

Table 14. Test of homogeneity of Variance – (OP) (Years of experience group)

Levene statistic	df1	df2	Sig.
1.910	3	83	0.123

(Source: survey data)

Homogeneity of Variance Test was carried out to check whether the variances of different groups are equal or not. The result of the test is

indicated in Table 14. As the p-value is greater than 0.05 (p-value = 0.123), it can be concluded that the variances are equal. Hence, Equal variance assumed and Post-Hoc analysis was carried out to find out the actual differences. Scheffe Test was selected under the selected assumption.

The results of the Post-hoc Analysis are presented in Table 15. It has been found out from the in-depth analysis that, there are significant differences between the Years of experience groups 1Year - 5 years and ‘16 Years or more’, and Years 6 – 10 years and ‘16 Years or more’. Employees who are 16 Years or more years of experience are more perceive (by 0.393 on average than 1 Year of experience, by 0.366 on average than 6 years – 10 years of experience) to exercise more commitment than the employees who are between 1year – 5years of experience. However, there are no significant differences in organizational performance among other years of experience groups.

A difference in years of experience group was revealed in this analysis. Accordingly, employees in the 16 Years or more’ would have had considerable willingness, positive perception, and higher level of commitment towards organizational performance. Generally, when employees get involved in organizational activities with experiences develop high level of commitment. Employees with more experience become loyal to the work and to the objectives of the organization. In addition, they themselves label a status of “senior staff” and willingly handle critical and complex matters as a result of environmental changes exercising more effort to show their talents and obtain better results.

Table 15. Post-hoc analysis – years of experience group)

Year of study (I)	Years of experience (J)	Mean difference (I-J)	Sig.
1 Year – 5 Years	6 Years – 10 Years	-0.021	0.995
	11 Years – 15 Years	-0.154	0.234
	16 Years or more	-0.391	0.006
6 Years – 10 Years	1 Year – 5 Years	0.021	0.995
	11 Years – 15 Years	-0.132	0.159
	16 Years or more	-0.369	0.003
11 Years – 15 Years	1 Year – 5 Years	0.154	0.234
	6 Years – 10 Years	0.132	0.159
	16 Years or more	-0.237	0.100
16 Years or more	1 Year – 5 Years	0.393	0.006
	6 Years – 10 Years	0.366	0.003
	11 Years – 15 Years	0.237	0.100

(Source: survey data)

6. CONCLUSION AND RECOMMENDATION

Sri Lanka is developing country; the district of Batticaloa was affected by the civil war for more than three decades, as a result the people living in the district particularly in the Eravurpatru Divisional Secretariat area displaced in other parts of the district and the island. After the end of the war in 2009, the government of Sri Lanka took many steps for rapid development programmes through the divisional secretariats for helping the affected people in various ways. In order to motivate the organizations and the employees, the government introduce competitive awards like National Productivity Award, awards related to customer satisfaction, good governance, etc. The divisional secretariats have been established to render public services to the general public. It is important to know its level of services rendered to the public as it largely affects the normal living of every individual in that area. The literature evidenced that there is a positive relationship between employees' commitment and organizational performance. Therefore, identifying the level of commitment of the employees' in the Eravurpatru Divisional Secretariat in determining organizational performance and estimate its association become paramount important.

This study identified the impact of organizational commitment on organizational performance in the Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. Organizational Commitment Questionnaire (OCQ) by Mayer and Allen was used for this study. In Eravurpatru Divisional Secretariat, organizational performance of the employees depends more upon the affective commitment and continuous commitment of the employees.

It shows a positive signal of the employees revealing the commitment and attachment of employees to the organization. It is also found that the service sector employees are enthusiastic in reflecting their continuance commitment in their work environment to render maximum performance to their organization. The commitment of the employees is also emphasized through their affective commitment to their organizational goals. The Eravurpatru Divisional Secretariat has to ensure that the commitment level of employees based on the above discussed, should be analyzed to the extent of its attachment in the organization and

necessary continuous action to increase and maintain the performance level of the employees should be ensured. It has been assumed by research that individuals who were highly committed towards their jobs are likely to be more productive, have higher satisfaction level and have less likely to leave than employees with low commitment. Increase in employee commitment will also help the organization to retain employees and move ahead to experience global competition.

The influence of the demographic factors of the employees revealed that, there are no significant differences in organizational performance between male and female employees in the Eravurpatru Divisional Secretariat. But it revealed that "there are significant differences in organizational performance among different age groups of employees. Accordingly, employees in the 51 or more-age group have had considerable willingness and positive perception towards organizational performance than employees from the other age group. Further, there are significant differences in organizational performance among employees with different years of experience group. Employees who represent 16 Years or more are more willing, perceive positively and ready to exercise more performance than employees of other work experience groups. It is to be noted that the three commitments and the overall organizational performance is at high level in this study.

Based on the findings, the following recommendations are hereby suggested: Since it was found that there is fairly a high relationship between employee commitment and organizational performance, the top management of the organization are advised to recruit employees who are likely to become linked to the organizational objective. The organization must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment. The employees should be given adequate resources, facilities, training autonomy, and responsibility to strengthen the commitment of employees with their organization, performance. Further to make the employees of all age group and different years of experience towards increasing organizational performance, a fair and transparent treatment should be exercised throughout the organization.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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