

DETERMINING THE RELATIONSHIPS BETWEEN THE COMPONENTS OF ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE: AN EMPIRICAL STUDY

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Abstract

The main objective of this study is to determine the relationships between the components of organizational commitment (such as, affective commitment, continuance commitment, and normative commitment) and job performance with the samples drawn from the private organizations in Chittagong, Bangladesh. This study adopted a survey design, thus, the data were collected from 187 executives, who were working at different private organizations within the city of Chittagong. The respondents were asked to rate their own commitment towards their own organizations along with their own job performance with the help of printed self-rated survey instruments. Organizational commitment was measured by Meyer and Allen's (1997) Questionnaire while job performance was assessed by Tsui et al.'s (1997) Scale. This study used convenience sampling techniques. Descriptive, correlation, and regression analyses were used to clarify the relationships. Results reported a positive correlation between affective commitment and job performance as well as normative commitment and job performance while a non-significant relationship was found between continuance commitment and job performance. An important implication of the study is that supervisors should take initiative to increase their own and others' organizational commitment to improve employee job performance. The most important limitation was in using convenience samples which may limit the generalizability of the results. Future research directions are also discussed.

Keywords: Organizational commitment, affective commitment, continuance commitment, normative commitment, and job performance

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1. INTRODUCTION

In achieving sustainable competitive advantage, the success of today's organizations mainly depends on how many resources the organizations have and the way the resources are being utilized. Certainly, the proper utilization of the resources largely depends on human resources that make the other resources useful. Moreover, the success of any organization not only depends on the organization taking advantage of its human resources, but also on its employees' organizational commitment (Beukhof, Jong, & Nijhot 1998). Researchers state that committed members within an organization are viewed as productive, stable, and more likely to achieve organizational goals than their less committed colleagues (Larkey & Morrill, 1995). Consequently, the behavioral outcome of the committed employees will be more positive than the less committed employees in organizations.

In the past few decades, organizational commitment has received a great deal of attention and has become a promising area of research within the study of industrial/organizational psychology and organizational behavior (Adebayo, 2006; Benkhoff, 1997; Mathieu & Zajac, 1990; Meyer & Allen, 1997; Morrow, 1993). Organizational commitment consists of an individual's psychological status which specifies the individual's relationship with the organization that leads to making decisions about staying with the organization (Meyer & Allen, 1997). It represents the attachment that individuals form to their employing organizations (Ketchand & Strawser, 2001). It is also added that organizational commitment incorporates three distinct components, namely, affective commitment, continuance commit-

ment, and normative commitment (Meyer & Allen, 1997).

Similarly, job performance consists of the observable behaviors that employees do in their jobs that are relevant to the organization's goal (Campbell, McHenry, & Wise, 1990). It is of interest to organizations because of the importance of high productivity in the workplace (Hunter & Hunter, 1984). An organization benefits from its employees' commitment in terms of lower rates of turnover, higher productivity, and better work quality (Mathieu & Zajac, 1990). Additionally, job performance is negatively associated with employee turnover and other withdrawal behaviors, such as decreasing performance and increased absenteeism and tardiness (Reichers, 1985). On the other hand, organizational commitment viewed as the willingness of workers to devote energy and loyalty towards an organization (Kanter, 1968). Committed employees, who are highly motivated to contribute their time and energy to the pursuit of organizational goals, have been increasingly acknowledged as the primary asset available to an organization (Pfeffer, 1998). Available studies reported that commitment may be a predictor of employee effort and performance (Mowday, Porter, & Dubin, 1974; Mowday, Steers, & Porter, 1979; Wiener & Vardi, 1980). Employees' commitment is also beneficial for their own interest, as it provides them with the chance to establish themselves in the organization (Kelloway, Inness, Barling, Francis, & Turner, 2010). It is also suggested that employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs, and are less likely to leave the organization (Kelloway et al, 2010).

In spite of these associations, there

have been relatively little empirical studies examining the relationships between the components of organizational commitment and job performance in the context of Bangladesh. Even though, Bangladeshi researchers and academics are interested in organizational commitment and its relationship with job performance, the empirical research on the proposed topic is largely absent here. This research gap has motivated the researchers to undertake the present study.

2. LITERATURE REVIEW

2.1 Organizational commitment

Organizational commitment of employees is an important concept in the study of organizational behavior. It is defined as “a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization” (Robbins & Judge, 2009, p.113). It is described as the employees’ psychological attachment to the organization (Barnard, 1938); the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations which are seen as self-expressive (Kanter, 1968); the relative strength of an individual’s identification with and involvement in a particular organization (Mowday, Steers, & Porter, 1979). Later, it was viewed as the strength of individuals’ identification with and involvement in a particular organization (Mowday, Porter, & Steers, 1982). Organizational commitment has recently been examined as a one-way street (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Shore & Wayne, 1993), the product of an interac-

tion between employees and employers. It concerns the degree to which an individual feels psychologically attached to the organization in which she/he works (Kacmar, Carlson, & Brymer, 1999). It is a strong belief in and acceptance of the organization’s goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership (Porter, Steers, Mowday, & Boulian, 1974). Scholl (1981) indicates that the way organizational commitment is defined depends on the approach to commitment that one is adhering to. Mullins (1994) defines this structure with the interpretation of the degree of individual identity and continuity with the organization. In any way, it inherently exhibits employees’ psychological attachment to the organization and intention to continue his/her job with the current organization and continue his/her job due to obligation to the organization or his/her coworkers. A few behavioral scientists (Porter, Steers, Mowday, & Boulian, 1974) have defined organizational commitment as a particular set of components. They suggest that organizational commitment has three primary features, such as (i) a strong belief in and acceptance of the organization’s goals and values; (ii) a willingness to exert considerable effort on behalf of the organization; and (iii) a strong desire to remain with the organization (Porter et al., 1974).

2.1.1 Dimensions of organizational commitment

There are three separate dimensions of organizational commitment which converge in order to maintain membership in an organization, namely, a desire (affective commitment), a need (continuance commitment), and an obligation (normative

commitment). These dimensions have been discussed in the literature (Meyer & Allen, 1991). Discussions of the components of organizational commitment are presented as follows:

2.1.1.1 *Affective commitment*

Affective commitment refers to one's feelings of loyalty to the company or organization where she/he works, because of her/his belief in the organization. Affective commitment, according to Robbins and Judge (2009), is "an emotional attachment to the organization and a belief in its values" (p.113). It is "positive feelings of identification with, attachment to, and involvement in the work organization" (Meyer & Allen, 1984; p.375). It (*as a desire*) refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. The desire to maintain membership in an organization is due to mostly work experiences.

2.1.1.2 *Continuance commitment*

Continuance commitment is defined "as the extent to which employees feel committed to their organizations by virtue of the costs that they feel are associated with leaving" (Meyer & Allen, 1984; p.375). It is a calculative attachment and differs from affective commitment. Continuance commitment (*as a need*) refers to an awareness of the costs associated with leaving the organization. Employees with continuance commitment have an attachment to the organization where they work because they need to do so. A lack of other possible and equal alternatives, the risk of losing attractive financial and non-financial benefits, risk of losing seniority-based privi-

leges might be some of the reasons associated with continuance commitment. A positive relationship was found between the length of organizational membership and organizational commitment (Crewson, 1997).

2.1.1.3 *Normative commitment*

Normative commitment refers to "commitment based on a sense of obligation to the organization" (Allen & Meyer, 1996, p.253). It relates to employees staying with the organization due to a sense of moral obligation (Morrow, 1993). It is "an obligation to remain with organization for moral or ethical reasons" (Robbins & Judge, 2009, p.114). For example, an employee who is leading a new initiative may remain with an employer because she/he feels leaving the organization in the mid-way will not be ethically or morally right. Normative commitment (*as an obligation*) reflects a feeling of obligation to continue an employment. Employees with a high level of normative commitment feel that they should remain with the organization (Meyer & Allen, 1991).

2.2 Job performance

There is no universally accepted definition of performance. As a result, there are as many definitions of performance as there are persons who have attempted to define it. Hellriegel, Jackson, and Slocum (1999) define performance as the level of an individual's work achievement after having exerted effort. Whetten, Cameron, and Woods (2000) believe that performance is ultimately an individual phenomenon with environmental variables influencing performance primarily through their effect on the individual determinants of performance – ability and motivation. Laitinen (2002) sug-

gests that performance “can be defined as the ability of an object to produce results in a dimension determined a priori, in relation to a target” (p.66). Rotundo and Sackett (2002) define performance as those actions and behaviors that are under the control of the individual and contribute to the goals of the organization. However, Short, Ketchen, and Palmer (2002) claim that “to date, researchers have not reached consensus about many of the factors that may influence performance” (p.364). An effective performance measurement system ought to cover all aspects of performance that are relevant to the existence of an organization and the means by which it achieves success and growth (O’Regan, Ghobadian, & Sims, 2005). Among the different performances, however, the current study aims to use job performance of the employees of the organizations.

Job performance is a commonly used performance measure in the workplace. It most commonly refers to whether a person performs his or her job well. According to Campbell (1990) and his colleagues (Campbell, McCloy, Oppler, & Sager, 1993), job performance is an individual level variable. In other words, it is something a single person does. A number of studies (e.g., Tsui, Pearce, Porter, & Tripoli, 1997; Heilman, Block, & Lucas, 1992; Pearce & Porter, 1986; Welbourne, Johnson, & Erez, 1998, Williams & Anderson, 1991) have suggested several factors to measure job performance. According to the preceding authors, it can be measured by quantity, quality, and accuracy of work; employee’s efficiency and standard of work; employees’ strive for higher quality work, achievement of work goals, and so on. Among the different performance measures, Tsui et al.’s (1997) job performance scale includes most of the factors, there-

fore, it was chosen to use in the present study.

3. DEVELOPMENT OF RESEARCH HYPOTHESES

3.1 Affective commitment and job performance

It is found that real (affective) commitment often evolves into an exchange relationship in which individuals attach themselves to the organization in return for certain rewards or outcomes (March & Simon, 1958). It is also reduces turnover and increases performance (Angle & Perry, 1981). Similarly, committed employees feel themselves as a part of their organizations and feel the organizations’ problems as their own. In high performance organizations, employee involvement and commitment to the organizational goals and objectives are commonly found (Elizur & Koslowsky, 2001). Employees with higher affective commitment enjoy discussing their organization with people outside of it. Additionally, affective commitment as stronger attachment, results in more favorable job performance (Riketta, 2002; Shore & Wayne, 1993). It is also found that affective commitment is a predictor of various outcomes such as perception of task characteristics and career satisfaction (Dunham, Grube, & Castaneda, 1994). Thus, affective commitment is expected to be positively related with job performance perceived by the executives. Hence, the first hypothesis has been suggested as follows:

Hypothesis 1: There is a positive relationship between affective commitment and job performance perceived by the executives.

3.2 Continuance commitment and job performance

The counterpart to affective commitment is continuance commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, & Downey, 1991). Employees have high continuance commitment towards a job when they feel bound to remain there because it would be too costly to leave, they are paid well or feel leaving the current job would hurt their family (Luthan, McCaul, & Dodd, 1985). Higher continuance commitment often is assumed to be undesirable, because studies frequently do not find any significant positive relationship to job performance (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Organ & Ryan, 1995). Moreover, though some studies also show that position, job security, and tenure in the organization have a positive relationship with employees' commitment, no significant relation was found with job performance (Kozlowski & Farr, 1988). It is also found that continuance commitment was a predictor of various outcomes rather than job performance (Dunham, Grube, & Castaneda, 1994). Based on the above discussion, continuance commitment is expected to be not related with job performance. Hence, a second hypothesis has been developed as follows:

Hypothesis 2: There is no significant relationship between job performance and continuance commitment as perceived by executives.

3.3 Normative commitment and job performance

Employees with higher normative com-

mitment feel an obligation to their colleagues and the organization, and do not leave their organization suddenly due to moral or ethical reasons. Certainly this effort of being attached with the organization and their colleagues would lead to better job performance. Commitment towards other people is a necessary component of effective social interaction (Ashkanasy & Hooper, 1999). It is reported as a positive relationship between empathy and positive emotion, which in turn, may predict normative commitment (Lilius et al., 2008). Normative commitment can be developed through creating love and affection for the job that employees perform in the organization (Kelloway et al., 2010). Organizationally committed individuals "are willing to give something of themselves in order to contribute to the organization's well-being" (Mowday et al., 1982, p.27). Based on the above discussion, a final hypothesis has been suggested as follows:

Hypothesis 3: There is a positive relationship between job performance and normative commitment as perceived by executives. (Figure 1)

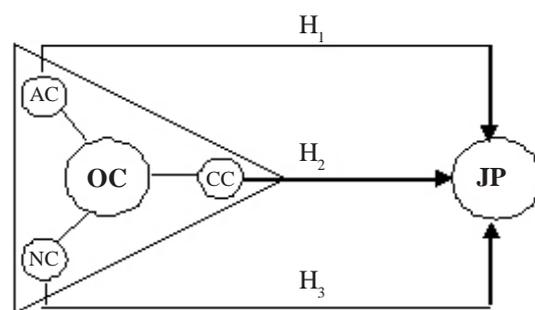


Figure 1: Hypothetical Model

Note: OC = Organizational Commitment; AC = Affective Commitment; NC = Normative Commitment; JP = Job Performance.

4. RESEARCH METHODS

4.1 Participants

Data for this study were collected from 187 executives working at different private organizations in Chittagong, the commercial capital of Bangladesh. The organizations were classified into five categories, specifically, manufacturing, education, financial, service, and others. The respondents were asked to rate their own commitment towards their organizations and their job performance. They were classified into three categories, namely: higher-level, mid-level, and lower-level. Respondents were assured that any information provided by them would be kept confidential and used only for academic purposes.

Respondents ranged in age from 23 to 56 years, with a mean of 31.18 (SD = 6.87) years, and 162 (86.6%) were male while 25 (13.4%) were female. Average experience was 5.45 (SD = 3.38) years. There were 17 (9.1%), 163 (87.2%), and 7 (3.7%) represented by the top, middle, and lower-level participants respectively. The respondents were well-educated, as 74 (39.6%) had completed bachelor degrees, 97 (51.9%) had postgraduate studies, while 16 (8.5%) showed other degrees. In terms of organizational units, 49 (26.2%) belonged to manufacturing, 45 (24.1%) to education, 38 (20.3%) to finance, 32 (17.1%) to services, and 23 (12.3%) to other industries. Respondents' demographic characteristics are presented in the following table 1.

Table 1: Respondents' demographic characteristics

| Demographic characteristics | Mean (in years) | SD (in years) | N | % |
|--|-----------------|---------------|------------|---------------|
| Respondents' age: | 31.18 | 6.87 | - | - |
| Respondents' experience: | 5.45 | 3.38 | - | - |
| Respondents' gender: | | | | |
| Male | - | - | 162 | 86.60 |
| Female | | | 25 | 13.40 |
| Respondents' position level: | | | | |
| Top | - | - | 17 | 9.10 |
| Middle | | | 163 | 87.20 |
| Lower | | | 7 | 3.70 |
| Respondents' educational qualifications: | | | | |
| Bachelors | - | - | 74 | 39.60 |
| Masters | | | 97 | 51.90 |
| Others | | | 16 | 8.50 |
| Respondents' organization category: | | | | |
| Manufacturing | | | 49 | 26.20 |
| Education | - | - | 45 | 24.10 |
| Finance | | | 38 | 20.30 |
| Services | | | 32 | 17.10 |
| Others | | | 23 | 12.30 |
| Total | | | 187 | 100.00 |

4.2 Survey instruments

The study adopted the following instruments to collect data from the respondents.

4.2.1 Organizational commitment questionnaire

Meyer and his associates (Allen & Meyer, 1990; Meyer & Allen, 1997; Meyer, Allen & Smith, 1993) developed scales to measure the three components of commitment, namely, affective commitment, continuance commitment, and normative commitment. To date, Mayer and Allen's (1991) three-component model of organizational commitment has received considerable research support and is "now fairly well established in the commitment literature" (Meyer & Herscovitch, 2001, p.308). In this study, the authors adapted Meyer and Allen's (1997) questionnaire to measure organizational commitment of employees. The response scale ranged from 1, 'strongly disagree', to 7, 'strongly agree'. The reliability of the organizational commitment questionnaire for the current study was .77.

Sample items for organizational commitments were "I really feel as if this organization's problems are my own" (affective commitment), "Right now, staying with my organization is a matter of necessity as much as desire" (continuance commitment), and "I would not leave my organization right now because I have a sense of obligation to the people in it" (normative commitment). The mean score of affective commitment was obtained by totalling the eight affective commitment scores, and dividing them by the number of items (eight). In the same way, the mean score of continuance commitment and normative commitment was obtained. The mean score of organizational commitment was obtained by totalling the three com-

ponent scores and dividing them by the number of components (three), in order to obtain the organizational commitment mean score.

4.2.2 Job performance

Six items, adapted from Tsui et al.'s (1997) scale of job performance, were used to measure the job performance of the respondents. Sample items were 'My quantity of work is much higher than average', 'My quality of work is much higher than average' etc. The response scale ranged from 1, 'strongly disagree', to 7, 'strongly agree'. During the development of the job performance scale, the reliability reported by Tsui et al.'s (1997) was .89. However, the reliability of the job performance scale for the current study was .78. The mean score of job performance was obtained by totalling the six job performance item scores, and dividing them by the number of items (six), in order to obtain the job performance mean score.

4.3 Data collection procedure

Convenience sampling technique was used in the current study for selecting the respondents. In order to collect data, printed questionnaires were distributed among 275 employees working at different private organizations in Chittagong. The authors spent eight separate days to collect data from the employees. In collecting data, the authors briefed the employees about the purpose of the study and then explained procedures to complete the printed survey instruments. The employees took twenty minutes on an average to complete the questionnaires. Due to some constraints, it was not possible to collect an equal number of responses from each organization. Finally, a total of 187 (68%)

usable responses were received. Then, the raw data were entered into an Excel file for summarization, and then imported into the SPSS statistics 16.0 data editor for statistical analysis.

4.4 Reliability of scales and validity of data

Reliability reflects the consistency of a set of items in measuring the study variables/concepts. It illustrates the individual differences concerning the amount of agreement or disagreement of the concepts or variables studied. Cronbach's alpha is the most widely used method to measure the reliability of the scale (Cooper & Schinder, 2001; Hair, Anderson, Tatham, & Black, 2003; Malhotra, 2002; Page & Mayer, 2000). It may be mentioned that Cronbach's alpha value ranges from 0 to 1, but a satisfactory value is required to be more than .60 for the scale to be reliable (Malhotra, 2002; Cronbach, 1951). Significantly, Cronbach's alpha for the organizational commitment and job performance scales for the current study were .77 and .78 respectively. Therefore, these two instruments were highly reliable for data collection.

The validity refers to the extent to which differences in observed scale scores reflect true differences among objects on the characteristics being measured, rather than systematic or random errors (Malhotra, 2002). In this study, the authors considered only the criterion validity which denotes that criterion variables (i.e. demographic characteristics, attitudinal, and behavioural measures) were collected at the same time. Face and content validity were not essential because the authors used established survey instruments in this study.

5. RESULTS

The mean and standard deviation calculated for organizational commitment and job performance are presented in Table 2. The mean and standard deviation for organizational commitment were consistent with previous research studies (Rahman, Ferdousy, & Karan, 2008). Additionally, it is noted that the mean and standard deviation of job performance were consistent with a number of studies (Rahman & Ferdousy, 2012; Rahman, Ferdousy, & Karan, 2012; 2013a; Rahman, Karan, & Ferdousy, 2013b). Correlations between the components of organizational commitment and job performance are also presented in Table 2.

Examination of Table 2 shows that affective commitment and normative commitment were found to relate significantly with job performance ($r = 0.58, p < 0.01$ and $r = 0.51, p < 0.01$ respectively), while a non-significant relationship was reported between continuance commitment and job performance. Thus, it indicates that all three hypotheses were supported by the results. (Table 3)

Review of Table 3 demonstrates that only 3% and 5% of the variance in organizational commitment and job performance were explained by socio-demographic characteristics (e.g. gender, age, tenure, position, education, and organization). It indicates that a larger portion of variance in organizational commitment and job performance was unexplained. The presence of unexplained variance suggests that there were other potential variables that account for variations in organizational commitment and job performance. (Table 4)

Examination of Table 4 indicates that about 18% and 14% of the variance in job performance was explained by affective

Table 2: Means, Standard Deviations, Reliabilities, and Correlations between Variables

| Variables/ Components | M | SD | A | Correlations | | | | |
|--------------------------|------|------|-----|--------------|-------|-------|-------|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| 1. OC | 4.87 | 0.76 | .77 | 1 | | | | |
| 2. AC | 4.82 | 0.89 | .75 | .77** | 1 | | | |
| 3. CC | 4.81 | 0.99 | .78 | .80** | .67** | 1 | | |
| 4. NC | 4.98 | 0.98 | .79 | .72** | .76** | .65** | 1 | |
| 5. JP | 5.74 | 0.80 | .78 | .68** | .58** | Ns | .51** | 1 |

** Correlation is significant at the 0.01 level (2-tailed). N = 187; OC = Organizational Commitment; AC = Affective Commitment; CC = Continuance Commitment; NC = Normative Commitment; JP = Job Performance, ns = non-significant.

Table 3: Summary of Regression Analysis of Demographic Characteristics with OC and JP

| Covariates | Co-efficients (β) | | S.E. (β) | | Value of t-statistic | | Value of R ² | | Value of F-statistic | |
|--------------|-------------------|------|----------|-----|----------------------|-------|-------------------------|-----|----------------------|------|
| | OC | JP | OC | JP | OC | JP | OC | JP | OC | JP |
| Gender | -.22 | .28 | .24 | .21 | -.92 | 1.35 | .03 | .05 | 1.47 | 1.84 |
| Age | -.03 | -.01 | .02 | .02 | -1.36 | -.58 | | | | |
| Tenure | .07 | .04 | .03 | .03 | 2.51** | 1.56 | | | | |
| Position | .02 | -.56 | .28 | .25 | .09 | -2.29 | | | | |
| Education | -.15 | .03 | .21 | .19 | -.69 | .18 | | | | |
| Organization | -.04 | -.13 | .08 | .07 | -.54 | -1.92 | | | | |

** Correlation is significant at the 0.01 level; N = 187. OC = Organizational Commitment; JP = Job Performance

Table 4: Summary of Regression Analysis regarding components of OC and JP

| Predictors | Coefficients (β) | S.E. (β) | Value of t-statistic | Value of R ² | Value of F-statistic |
|------------|------------------|----------|----------------------|-------------------------|----------------------|
| AC | .27 | .08 | 3.31** | .18 | 10.86** |
| CC | .04 | .09 | 0.43 | .01 | 0.19 |
| NC | .18 | .07 | 2.15** | .14 | 6.31** |

** Correlation is significant at the 0.01 level; N = 187. OC = Organizational Commitment; JP = Job Performance; AC = Affective Commitment; CC = Continuance Commitment; NC = Normative Commitment.

commitment and normative commitment respectively while only 1% variance in job performance was explained by continuance commitment. Among the three predictors only affective commitment and normative commitment were significant. It has been, thus, suggested that continuance commitment might not be a significant predictor in explaining job performance.

6. DISCUSSION

The present study intends to determine the relationships between the components of organizational commitment and job performance perceived by the respondents.

The first purpose of this study was to infer the relationship between affective commitment and job performance. Hypothesis 1 states that there will be a positive relationship between affective commitment and job performance measured by the respondents' perception. The result of the current study supported this contention. This positive relationship is consistent with the findings of previous studies (Angle & Perry, 1981; Riketta, 2002; Shore & Wayne, 1993). The result of the current study also offers support for the theoretical argument that affective commitment of the executives may play an important role in improving job performance.

The second purpose of the study was to investigate the relationship between continuance commitment and job performance. Consistent with Hypothesis 2, the relationship between continuance commitment and job performance was found to be non-significant as perceived by the respondents. This non-significant relationship is consistent with a number of previous studies (Kozlowski & Farr, 1988; Organ & Ryan, 1995). This tentative understanding is made

on the theoretical assumption that continuance commitment of executives may not be a predictor of job performance.

The final purpose of the study was to determine the relationship between normative commitment and job performance. Hypothesis 3 stated that normative commitment will be positively related to job performance as measured by the executives' perception. The result of the current study supported this assertion. This positive relationship was found to be consistent with the proposition of previous studies (Kelloway et al., 2010; Lilius et al., 2008; Mowday et al., 1982). The result of the present paper also provides support for the assumption that normative commitment may be an important aspect for improving higher job performance of executives.

6.1 Implications

An important implication of the current study is that executives should be honest about their organizational commitment, especially affective commitment and normative commitment, to enhance their job performance. Essentially, authentic commitment towards the organization eventually leads to better job performance. It is also important in the field of human resource management, human resource development, and organizational development to advance the strategic capability of organizations. In today's competitive environment, organizations are looking for highly committed employees to enhance their performance for a longer period of time. In this regard, organizations can provide training programs to increase commitment of the employees. They can also offer financial and non-financial incentives to maintain the commitment level of their employees which, in turn, will improve their

performance. The current study is relevant to practitioners as well as business leaders, as the findings may help them to identify highly committed employees who will be able to facilitate the performance.

6.2 Limitations

Despite the positive implications for management, the study has suffered from a number of limitations. The most important limitation was using convenience samples which might limit the generalizability of the findings. A random sampling procedure could be an alternative to ensure its generalizability. The use of a positivist paradigm may be another limitation of the study. Presence of common method variance (CMV) in the measures may have caused inflated relationships between the independent and dependent variables. One way to overcome this problem is to split the measures of variables by time. Finally, it should be noted that the current study used a self-rated instrument which was short of 360° assessments where senior bosses, supervisors, colleagues, and peers rate respective participants on the relevant items.

6.3 Future directions

In terms of future research directions, subsequent studies should be attempted to investigate the relationships between organizational commitment and job performance, longitudinally. Future research would benefit from a large sample size and using a wider variety of samples. The structural equations model generates more reliable conclusions in terms of the construct validity of the measurement used. Research examining the relationship between organizational commitment and job perfor-

mance mediated by emotional intelligence could produce interesting results. Furthermore, research examining the relationships between job performance and other independent variables, such as, deviant workplace behavior or organizational citizenship behavior or transaction leadership is warranted.

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