

Impact of Employees' Commitment on Sustained Productivity; With Reference To Government Institutions Sector in Sri Lanka.

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Abstract:

Purpose: The Organizations Are Aware Of The Importance Of Employee Commitment And Its Role In Motivating Employees. The Purpose Of This Study Was To Identify The Impact Of Employees' Commitment On Sustained Productivity In Government Institutions Of vocational And Skills Development Sector In Sri Lanka.

Design/ Methodology: This Paper Is Based On A Review Of The Academic Research Papers And Survey. The Primary Data Has Been Collected Through Questionnaires. The Secondary Data Is Being Used To Identify The Commitment Related Problems Of Government Institutions In Vocational And Skills Development Sector Of Sri Lanka. The Three Commitments Have Been Taken As Independent Variables And Sustained Productivity As The Dependent Variable.

Findings: The Results Of The Study Indicate That The Employees Commitment (Affective, Normative, Continuous) Are Significantly Related To Sustained Productivity Of Vocational And Skills Development Sector Institutes In Sri Lanka. The Research Findings Reveal That There Exists A Positive Relationship Between The Three Commitments That Is Affective, Continuance And Normative Commitment And Sustained Productivity Of The Organization. It Has Also Been Proved From The Results That There Exists A High Degree Of Correlation Between The Three Independent Variables And A Sustained Productivity In The Dependent Variable. These Outcomes In Turn Are Associated In Guiding The Top Management Inmaking Decisions And Working Towards Increasing Commitment Level.

Keywords: Affective Commitment, Normative Commitment, Continuance Commitment, Sustained Productivity.

I. Introduction

Now A Day, In The Competitive World Every Organization Is Facing New Challenges Regarding Sustained Productivity And Creating Committed Workforce. In Today's World, No Organization Can Perform At Peak Levels Unless Each Employee Is Committed To The Organization's Objectives. Therefore, It Is Important To Understand The Concept Of Commitment And Its Feasible Outcome. Although A Large Numbers Of Studies And Researches Have Been Conducted To Investigate The Concept Of Organizational Commitment, In This Competitive World, Still Commitment Is The Most Challenging And Researchable Concept In The Fields Of Management And Organizational Behavior. There Are Several Measures And Definitions About Organizational Commitment. Seventeen Years Back, Allen, (1997) Explained A Three Component Model Of Organizational Commitment. That Has Been The Dominant Framework For Organizational Commitment And These Three-Component Model Is Based On A More Comprehensive And Clear Understanding Of Organizational Commitment.

The Three-Component Model Consists Of: Affective Commitment (AC) Which Is The Emotional Attachment To One's Organization, Continuance Commitment (CC) Which Is The Attachment Based On The Accumulation Of Valued Side Bets (Pension, Skill Transferability, Relocation, And Self-Investment) That Co-Vary With Organizational Membership And normative Commitment (NC) Which Is About Is The Attachment That Is Based On Motivation To Conform To Social Norms Regarding Attachment.

The Aim Of This Paper Is To Identify The Impact Of Organizational Commitment (Which Comprises Of AC, CC And NC) On Sustained Productivity Of institutes In Vocational And Skills Development Sector In Sri Lanka. It Is Important To Give Suggestions To This Sector In Order To Bring An Awareness Of The Commitment Level Of Employees.

II. Literature Review

Employee Commitment

Akintayo (2010) Has Defined Employee Commitment As The Degree To Which The Employee Feels Devoted To Their Organization. According To (H, 2007)Employee Commitment Is The Affective Response To The Whole Organization And The Degree Of Attachment Or Loyalty Employee Feel Towards The Organization. Zhenget Al. (2010) Has Simply Defined It As Employees' Attitudes To Organization.

Employee Commitment Is Crucial Factor In Achieving Organizational Success. Employees With Low Level Of Commitment Will Only Do Work. This Kind Of Employees Do Not Put Their Hearts Into Their Work As Well As To The Mission Of The Organization. They Are More Concernedwith Their Personal Success Rather Than Organizational Success. Employees Who Have Less Committed Are Also More Likely To Look At Themselves As Outsiders. They Always Seek Alternative Jobs. Once They Get Better Jobs, They Resign And Go. Employees With High Commitment To An Organization See Themselves As An Integral Part Of The Organization. Such Employees Become Creatively Involved In Their Works As Well As In The Organizational Goals And Mission. They Also Work For The Organization As If The Organization Belongs To Them.

The Relationships Between Employee Commitment And Their Performance And Productivity Has Been Studied By Various Scholars. According To The Porter (1974)It Is Necessary For Every Organization To Have Full Level Of Its Employee Commitment In Order To Have Outstanding Performance On Long Term Basis. Mowday, Porter, And Steers(1982)Define, Currently Employees Act Like Entrepreneurs When They Work In A Team And Every Member Of The Team Tries His Level Best To Prove Themselves To Be One Of The Best Amongst All Others. Increase In Commitment Level Of Employees In Organization Increases The Performance Of Their Employees Ultimately. As Abelson(1976)Stated, In Past, Organizations Provide Job Security To Its Employees To Improve Their Commitment Level In The Organization And To Improve Their Productivity. Higher Level Of Employee Commitment In The Organization For Individual Projects Or To The Business Is Assumed As A Major Reason For Better Employee Performance That Leads To Organizational Success. Also, The Employee Performance Can Be Increased When The Employees Are More Satisfied With Their Job And Duties As Well. Mowday, Porter And Steerr(1982)Has Shown That Mostly Employee Satisfaction Is Depend On The Rewards System, The Organizational Culture And Employee Knowledge Sharing.

Becker(1960)Expressed That Continuous Research On Employee Commitment And Its Effect On Employees, Efficiency And Organizational Performance Are Being Done Since Four Decades. Meyer And Allen(1997)Investigated And Classified Employee Commitment Into Three Groups Namely: (A) Affective Commitment; (B) Continuance Commitment; And (C) Normative Commitment.

Employees Who Have A Strong Affective Commitment Continue To Do Work With The Organization Because They Are Willing To Do So. Employees With Continuance Commitment Remain With The Organization Because They Want To Do So. Employees With A High Level Of Normative Commitment Stay With The Organization Because They Believe They Ought To Remain It. Whitener And Walz(1993),Somers(1995)And Jaros(1997)Have Studiedand Proved That Affective Commitment Is Positively Connected With Employee Commitment. According To Pric And Mueller, (1981)Where There Is A High Level Of Employee Commitment, There Will Be Low Turnover And That Employee Will Perform Better With Less Absenteeism. There Is Certain Things That Can Be Really Affect Employee Commitment Like: Work Load, Less Acknowledgement And Less Compensation. Commitment As The Enhanced Functional And Operational Performance Includes Quality As The Main Principal (Dorgan, 1962-1989). Epitropaki Andmartin , (2005)Noted About The Positive Relationship Between The Job Related Wellbeing And Affective Commitment. According To Addae & Wang , (2006)There Is A Negative Relationship Between The Employee Commitment And Stress. Irving And Coleman, (2003)Noted About The Positive Relationship Between The Stress And Continuance Commitment. Somers, (2009)Has Discovered Insignificant Relationship Between The Job Stress And Continuance Commitment. Wittig-Berman And Lang, (1990) Noted About A Negative Relationship Between Physical Stress And Commitment.

Organizational Productivity

Employee Productivity Is An Assessment Of The Efficiency Of An Employee Or Group Of Employees. Productivity May Be Evaluated In Terms Of The Output Of An Employee In A Specific Period Of Time. This Definition Explains Productivity And Discusses About The Approaches To Improve Productivity In The Workplace.Managing People At Work Is An Integral Part Of The Management Process. To Understand The Critical Importance Of People In The Organization Is Relatively Important As Its Effectiveness To Degree To Which Achieves Organizational Goal.

Commitment Is A Belief That Demonstrates Individual's Strength Of Attachment To An Organization (Osa & Amos, 2014).On The Other Hand,Dixit And Bhati, (2012)And Many Academic Scholars Have Proved A Positive Relationship Between Employee Commitment And Productivity.

It Has Been Discussed That Organization Commitment Will Lead To Behavioral Outcomes: Lower Turnover And Higher Performance In The Past Research. Angle And Perry, (1981) Has Studied And Revealed A Negative Relationship Between Turnover Intentions And Organizational Commitment. Also Konovsky And Cropanzano (1991) And Meyer Et Al (1998) Revealed That Positive Relationship Between Commitment And Job Performance. Employees Who Are Committed To Their Respective Organization Are More Likely Not Only To Remain With The Organization But Are Also Likely To Exert More Efforts On Behalf Of The Organization And Work Towards Its Success. Therefore, They Are Also Likely To Exhibit Better Performance Than The Uncommitted Employees.

Employee Commitment Can Improve Performance, Reduced Absenteeism, And Turnover Thereby Resulting In Sustained Productivity Of An Organization. Mowday, Porter And Steers, (1982) Has Shown Commitment To Organization Is Positively Related To Such Desirable Outcomes As Motivation And According To Mathieu And Zajac (1990), Steers, Antecedents & Johnson, (1977) And Rhodes Et Al. (1990) Better Attendance. On The Other Hand, Employee Commitment To An Organization And Is Negatively Related To Outcome As Absenteeism And Turnover (Clegg 1983: Cotton & Tuttle 1986). Schuler and Jackson (1996) Revealed That Organization Commitment Could Result In Less Turnover, Absenteeism, Thus Increasing Organization Productivity. Steers (1977) Noted That Employees With High Level Of Organizational Commitment Provide A Secure And Stable Workforce. That Is Providing Competitive Advantage To The Organization.

Arturo, (2004) Investigated And Noted That Productivity Improvement Depends On The Organizations' Human Capital Which Is Knowledge, Skills, Competencies And Attitudes That Reside In The Individual Employee Of The Organization And Its Social Capital That Is Trust, Confidence, Communication, Cooperativeness And Interaction, Partnership, Shared Values Teamwork Etc. Among These Employees.

According To Meyer And Allen, (1997) Committed Employees Are Perceived To Be Staying With The Organization Even In The Turbulent Times, Attend Work Regularly, Protect Organizations' Assets And Share Its' Goals. Hence, Employee Commitment Is An Important Factor To Sustain Productivity.

III. Statement Of Research Problem

It Is Identified That The Employees Are Sometimes Baffled When Their Highly-Rated Employees Under-Perform And Someone Resign And Leave The Organizations Of The Government Institutions In Vocational And Skills Development Sector In Sri Lanka. Management Fail To Understand Why Some Employees Are Not Committed To The Organizations Even Though They Have Proactively Implemented Fair Compensation Policies And Human Resource (HR) Practices To Motivate And Retain Them. It Can Be Costly If Employees Are Not Committed To Their Jobs, And If They Are Lack Of Motivation To Exercise Their Full Potential.

On The Other Hand, Being In The Sector Of Vocational And Skills Development, There Should Be Knowledgeable And Skillful Employees In The Institutes To Provide Proper Training And To Make Quality And Skillful Persons To The Local And Foreign Labour Market. Further, These Institutes Have Faced A Challenge To Provide, Number Of Skilled Persons That Require To The Above Labour Market. Therefore, Lack Of Commitment And Turnover Of The Employee Is A Serious Problem To Vocational And Skills Development Sector Of Sri Lanka. Because Of This The Productivity Of The Sector Suffers.

Objectives Of The Study

The General Objective Of This Study Is To Examine Employee Commitment In The Government Institutions In Vocational And Skills Development Sector Of Sri Lanka.

The Specific Objectives Of This Study Are As Follows,

- To Identify The Level Of Employee Commitment In The Institutes.
- To Determine The Significance Of Employee Commitment On Sustained Productivity.

Hypothesis

Hypothesis 1: H1: Employees Affective Commitment (AC) Influences Sustained Productivity.

Hypothesis 2: H1: Employees Continuance Commitment (CC) Influences Sustained Productivity.

Hypothesis 3: H1: Employees Normative Commitment (CC) Influences Sustained Productivity.

IV. Research Methodology

Population And Sample

Population

The Population Of The Study Comprised Of 5,250 Employees In The Institutions Of The Government Institutions In Vocational And Skills Development Sector Of Sri Lanka.

Sampling Design

Mugenda and Mugenda (2003) expressed that a size of 30 to 500 is appropriate for most academic researches. Random sampling technique was used to select the sample.

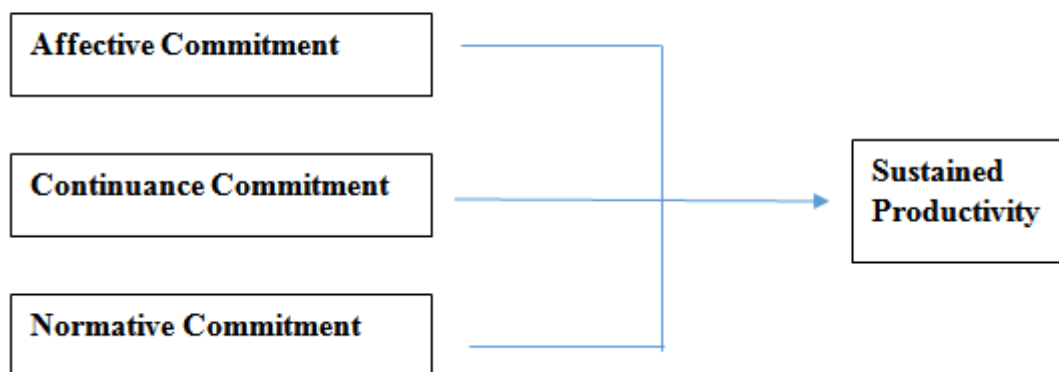
This study has adopted research design to examine the effects of employee commitment on sustained productivity in government institutions of vocational and skills development sector of Sri Lanka. Following institutions have been selected which are under the ministry of vocational and skills development. Those institutions are Department of Technical Education and Training (DTET), National Youth Services Council (NYSC), Vocational Training Authority (VTA), National Apprentice and Industrial Training Authority (NAITA), National Institute of Business Management (NIBM), Ceylon German Technical Training Institute (CGTTI).

The data was collected from both primary and secondary sources. The quantitative data was collected through questionnaires which were tested on the random sample population of 100 current employees (20 employees from each five institutes) of this sector to recognize the effect of commitment on sustained productivity. The questionnaire contained 24 questions (AC, CC, NC and SP) (these questions have been discussed under analysis in detail) which helped in identifying the impact of commitment on productivity. The purpose of this study was descriptive. Time horizon of the study was cross-sectional and random sampling technique was used. The secondary data was collected from books, magazines, research papers, internet, annual reports etc. A model has been proposed after doing the literature review and it was tested by applying regression to the study.

Conceptual Framework

Independent Variable

Dependent Variable



Data Collection

Postal survey method was adopted to collect primary data and as the main data collection instrument and questionnaires were developed in both Sinhala and English medium and forwarded by hand to the employees in above government sector in vocational training institutes.

Limitations Of The Study

- 1) In this study sample is taken from the employees who are working in relevant head offices which is situated around Colombo. If more respondents throughout the island could be included for research to get the results it is more accurate and general.
- 2) The accuracy of the study would be varied with the accuracy of the data which are the data sample in employees in government training institutes.
- 3) The sample is limited to certain categories, because of the method of data collecting. But it should include all categories of employees for more accuracy of data.
- 4) Quantitative research methods are used and further research could be included by employing qualitative techniques and interviewing the respondents.

V. Data Analysis And Interpretation

Description Of Questionnaire

Table 1: Description Of The Organizational Commitment Questionnaire

Variable Measure	Description	Question Number
Affective Commitment	To What Extent Employees Are Emotionally Attached, Their Identification With And Involvement In The Organization.	3,6,8,10,12,16
Continuance Commitment	To What Extent Employees' Assessment Of Whether The Cost Of Living The Organization Are Greater Than The Cost Of Staying	1,4,7,9,14,17
Normative Commitment	To What Extent The Feelings Of Obligation To The Organization	2,5,11,13,15,18
Commitment To Productivity	To What Extent Employees' Commitment Is Helpful To Organizational Productivity	19,20,21,22,23,24

Six Questions Were Asked Under Each Commitment And They Were Likert Scale Questions (Coded From 1 For Strongly Disagree And 5 For Strongly Agreed). To Convert Those Questions Into A Single Continuous Variable Under Each Commitment, Six Questions Were Added Together And Created A New Numerical Variable. That Variable Can Take Values From 6 To 30. Mean And Standard Deviation For Those Three Variables (Affective, Continuous And Normative Commitments) Are As Follows,

Table 2: Mean And Standard Deviation Of Three Variables

Commitment	Mean	Standard. Deviation	No. Of Cases
Affective	17.6	3.41	100
Continuous	22.2	4.60	100
Normative	22.72	2.82	100
Valid N (List Wise)			100

As Shown In Above Table Mean For Affective Commitment Is 17.6. It Is Not Much Closer To The Value 30. However, Means For Continuous And Normative Commitments Are 22.2 And 22.72 Respectively. Those Two Means Are Closer To The Value 30. In Other Words, Those Two Means Are Closer Towards The Agreed Or Strongly Agreed Levels. Although Those Two Means Are Closer To 30, Their Standard Deviations Are Different. Standard Deviation For Continuous Commitment Is 4.60. That Means Responses Under Continuous Commitment Are Much Deviated From The Mean. However, Standard Deviation Under The Normative Commitment Is 2.82. Therefore, Responses Under Normative Commitment Are Not Much Deviated From The Mean When Compared To The Continuous Commitment.

For Assessing Relationship Among The Productivity And Each Commitment, Person's Correlation Test Was Applied And The Results As Follows

1. Correlation Between Commitment And Productivity

Table 3: Correlations between Commitment And Productivity

		Affective	Continuous	Normative	Productivity
Productivity	Pearson Correlation	.414**	.132	.325**	1
	Sig. (2-Tailed)	.000	.191	.001	
	N	100	100	100	100

** . Correlation Is Significant At The 0.01 Level (2-Tailed).

Hypothesis

Ho - There Is No Relationship Between Productivity And Commitment

H1 - There Is A Relationship Between Productivity And Commitment

Considering The Above Table, It Clearly Shows That P – Values For Affective And Normative Commitments Are 0.000 And 0.001 Respectively. Those P – Values Are Less Than 0.01. But The P – Value For Continuous Commitment (0.191) Is Greater Than 0.01.

Therefore, Relationship Among Productivity And Affective Commitment And Productivity And Normative Commitment Are Significant At 1 Level Of Significance. But The Relationship Among Productivity And Continuous Commitment Is Not Significant. And Also Correlation Coefficients For Affective Commitment And Normative Commitments Are 0.414 And 0.325 Respectively. Thus It Can Be Concluded That Even Though There Are Positive Relationships Among Productivity And Affective Commitment And Normative Commitment, Level Of Those Relationships Are Poor.

2. Testing Linear Relationship Among Commitments And Productivity (Fitting A Regression Model)
 To Identify How Affective And Normative Commitments Affect To The Productivity, It Is Needed To Fit A Regression Model For Affective And Normative Commitments Against The Productivity.

Testing The Model Significance

Ho: Model Is Not Significant

H1: Model Is Significant

B. Dependent Variable: Productivity

Table 4: Anova^a

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	469.659	2	234.830	19.645	.000 ^b
	Residual	1159.501	97	11.954		
	Total	1629.160	99			

A. Dependent Variable: Productivity

B. Predictors: (Constant), Normative, Affective

When Looking At The Results Of ANOVA Table Shows That The P – Value (0.000) Is Less Than 0.05. Thus Ho Is Rejected At 5% Level Of Significance. This Means H1 Is Accepted And It Can Be Concluded That The Fitted Model Is Significant And Fit The Data Well.

Testing The Significance Of Parameters

Ho: Parameters Is Not Significant (B = 0)

H1: Parameters Is Significant (B ≠ 0)

Table 5 : Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.147	3.505		-.042	.967
	Affective	.509	.102	.428	4.972	.000
	Continuous	.024	.081	.027	.296	.768
	Normative	.478	.133	.333	3.601	.001

a. Dependent Variable: Productivity

According To The Results Mentioned In Above Table, It Clearly Shows P – Value For Both Affective And Normative Parameters Are 0.000 Less Than 0.05 Thus H0 Is Rejected At 5% Level Of Significant And Those Parameters Can Be Entered In To The Model. But P –Value For Continuous Commitment (0.768) Is Greater Than 0.05. Therefore, H0 Cannot Be Rejected. That Means Continuous Commitment Variable Cannot Be Entered Into The Model.

Testing The Goodness Of Fit Of The Model

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	.674 ^a	.288	.274	3.45740

A. Predictors: (Constant), Normative, Affective

B. Dependent Variable: Productivity

According To The Model Summary Table Adjusted “R” Square Is 0.674. It Means That 67% Of Variation In Productivity Is Explained By The Fitted Model. It Is An Acceptable Level.

Therefore, The Fitted Model Can Be Written As Follows,

$$\text{Productivity} = - 0.147 + 0.0509 (\text{Affective Commitment}) + 0.478 (\text{Normative Commitment})$$

Interpreting The Fitted Model

- When Affective Commitment Of An Employee Increases One Unit, Productivity Of An Organization Would Increase By 0.509 Units While Other Factors Remain Constantly.

- When Normative Commitment Of An Employee Increases By Unit, Productivity Of An Organization Would Increase By 0.478 Units While Other Factors Remain Constantly.

Residual Analysis For Fitted Model

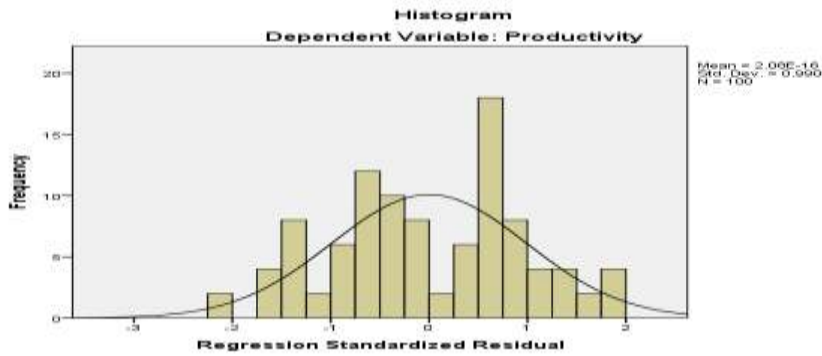


Figure 1: Residual Analysis For Fitted Model (Histogram – Dependent Variable)

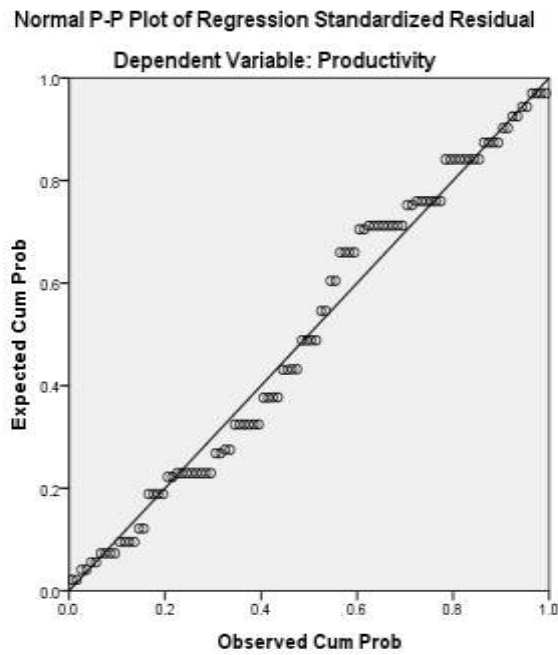


Figure 2: Normal P-P Plot Of Regression Standardize Residual -Dependent Variable

To Identify Where The Fitted Model Satisfies The Error Assumption It Is Needed To Verify That

- Errors Are Normally Distributed
- Error Variance Are Constant

As Shown In The Normal Probability Plot, It Illustrates That All Data Points Are Scattered Linearly Around The Straight Line. Therefore, It Can Be Concluded That Errors Are Normally Distributed.

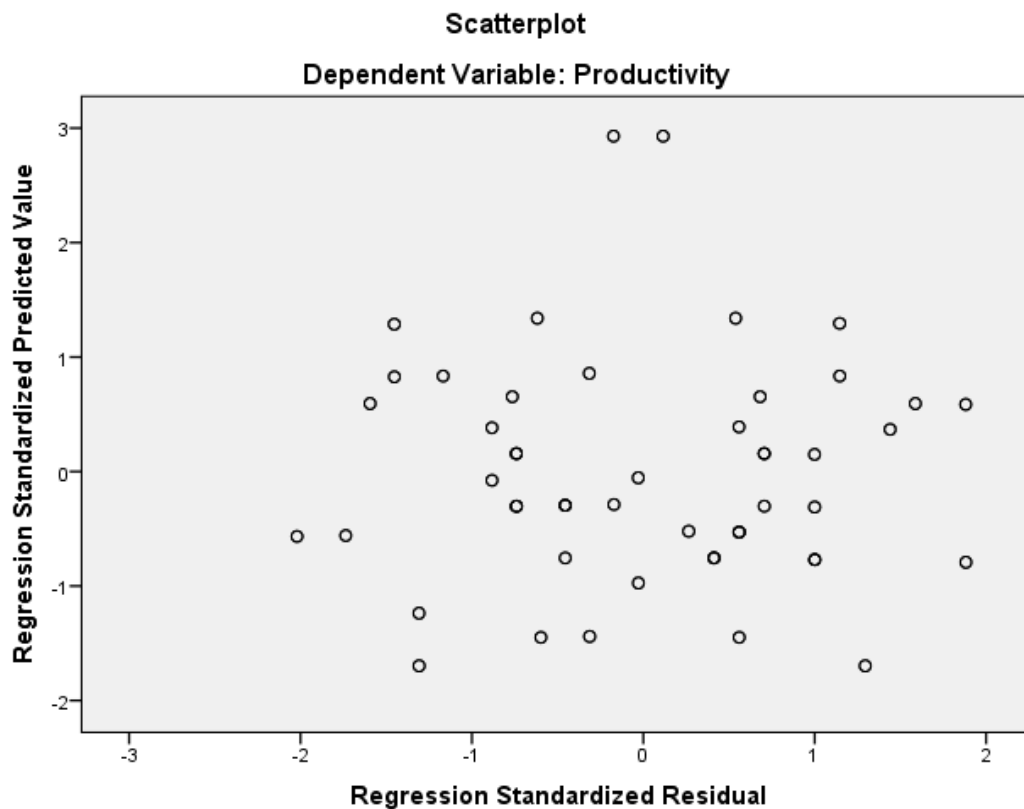


Figure 3: Scatterplot –Dependent Variable

After Generating A Scatter Plot Using Standardized Predicted Vs. Standardized Residuals, The Plot Does Not Show A Pattern. That Means Data Points Are Scattered Randomly. Therefore It Can Be Concluded That Error Variance Is Constant.

VI. Conclusion

This Study Identified The Impact Of Organizational Commitment On Sustained Productivity In Vocational And Skills Development Sector Of Sri Lanka. Organizational Commitment Questionnaire (OCQ) By Mayer And Allen Was Used For This Study. In Vocational And Skills Development Sector Of Sri Lanka Sustained Productivity 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 Was Also Found That The Auto-Component Industry Employees Are Enthusiastic In Reflecting Their Continuance Commitment In Their Work Environment To Render Maximum Productivity To Their Organization. The Commitment Of The Vocational And Skills Development Sector Employees Is Also Emphasized Through Their Affective Commitment To Their Organizational Goals. The Vocational And Skills Development Sector Of Sri Lanka Has To Ensure That The Commitment Level Of Employees Are Based On The Above Discussed And Should Be Analyzed To The Extent Of Its Attachment In The Organizations And Necessary Continuous Action To Increase And Maintain The Productivity 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 And Have Higher Satisfaction Level And Have Less Likely To Leave Than The Employees With Low Commitment. Increase In Employee Commitment Will Also Help Auto Component Companies To Retain Employees And Move Ahead To Experience Global Competition.

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