

Organizational Commitment of Employees and its Impact on Work Performance

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Abstract

In this study we determine the impact of two fundamental variables and their relationships i.e.; work performance (WP) and organizational commitment (OC). Further we tried to explain the problem statement which aim is carry out the impact and determine the behavior aspect of variable in the theoretical frame work. It has been observed by the researchers that commitment with organization have positive impact over work performance and productivity provided that two assumptions have been fulfilled. This research will further break down the effect of OC on performance of work of an employee in telecommunication sector of Pakistan. Moreover, the findings of the study will propose that associations must concentrate on methodology of OC to pick up favorable circumstances. OC can improve both quality and quantity of workers.

Finally, the research will substantiate guidelines and rules for project leaders and supervisors in the advancement of human capital resources. Prime focus of the current study is to discover the opinion of stakeholders inside the Pakistan's Telecom Industry related to their commitment to organizations and the opinion related to the signs of quality of services in the relevant market. Why is it significant to recognize that the growth of the human capital resource can upsurge the competency of workforce that exert skills and time in the organizations through their current knowledge and experience structuring on their capabilities. In telecom industry of Pakistan, this subject of study is novel.

It has been witnessed that there is not a significant amount of research done in Pakistan subsequent to the 1996 de-regulation policy of Telecom sector in Pakistan when many new telecom companies came into being. It is because of the aforementioned reason I selected the respective topic for this thesis. There is gap generated by the deregulation which is required to be covered by the present and future workforce that is based on the quality of work, both at operational and admin level. Hence, in order to inspect the indicators or

mechanism vastly utilized by the distinguished telecom sector organizations of Pakistan to ensure services of superior quality and greater opportunities for the generation of revenue.

Introduction

This study contains two fundamental variables and their relationships i.e.; work performance (WP) and organizational commitment (OC). This chapter offer the stimulus and background for the research. Problem statement will be deliberated and quantification of aims is carried out in this part along with the summary at the end.

This research will break down the effect of OC on performance of work of an employee in telecommunication sector of Pakistan. Moreover, the findings of the study will propose that associations must concentrate on methodology of OC to pick up favorable circumstances. OC can improve both quality and quantity of workers. Finally, the research will substantiate guidelines and rules for project leaders and supervisors in the advancement of human capital resources.

Objectives

Prime focus of the current study is to discover the opinion of stakeholders inside the Pakistan's Telecom Industry related to their commitment to organizations and the opinion related to the signs of quality of services in the relevant market.

Why is it significant to recognize that the growth of the human capital resource can upsurge the competency of workforce that exert skills and time in the organizations through their current knowledge and experience structuring on their capabilities.

In telecom industry of Pakistan, this subject of study is novel. It has been witnessed that there is not a significant amount of research done in Pakistan subsequent to the 1996 de-regulation policy of Telecom sector in Pakistan when many new telecom companies came into being [10]. It is because of the aforementioned reason I selected

the respective topic for this thesis. There is gap generated by the deregulation which is required to be covered by the present and future workforce that is based on the quality of work, both at operational and admin level [11]. Hence, in order to inspect the indicators or mechanism vastly utilized by the distinguished telecom sector organizations of Pakistan to ensure services of superior quality and greater opportunities for the generation of revenue.

The central objectives of the contemporary research are delineated as under:

- a) To analyze the setup of organizations of the Pakistan's telecom industry with principal emphasis on the practices of HR being followed.
- b) To govern the concern level of these organizations for the workforce and analyzing its influence on their respective performances.
- c) To determine the relationship amongst the commitment with organizational and performances of the employee's work of the Telecom sector of Pakistan.
- d) To provide commendations for betterment of performances of employees in the Pakistan telecom industry.

Problem Statement

"To "determine the influence of "organizational commitment" (OC) on "work performance" (WP) of workforce." The variables conceptualized theoretically from the literature are:

1. Hypothesize "Organizational Commitment"
2. Hypothesize "Work Performance"
3. Integration of the notions of WP and OC

In order to accomplish the objectives, following theoretical framework was embraced.

Data Collection

The data collected will be primary in nature and it will be qualitative data collected on all three features of this study i.e. "work performance" and "organizational commitment" from employees at operational level, technical level and development level of various telecom sector organizations.

Data Analysis

Three different types of analysis will be done in this study i.e. quantitative, reliability and descriptive analysis.

- a) Quantitative Analysis will include the correlation calculation amongst the notions of "work performance" and "organizational commitment" of 6 telecom sector companies. Along with the Regression analysis of the model and theoretical framework.
- b) The Reliability Analysis will include the use of a test called as Cronbach's Alpha test carried out for all the three dimensions of operationalized elements.
- c) The Descriptive Analysis will include the calculation of statistical measures like standard deviations, means and percentages etc.

Limitations of the study"

The main limitation is that of time as there is always a deadline involved while studying for MS Program which needs to be finished in convinced time. Another limitation faced was the gathering of primary data, as the data was to be collected from employees of different telecom sector organizations which was a tough task to carry out, and hence, for the said objective, questionnaire is sought to be the most efficient and effective mode to gather the primary data.

Due to unsuitable filling of questionnaires, many of them needed to discard; nevertheless, some willing respondents were asked to refill the questionnaires appropriately. Even after second attempt, there happened to be some inappropriately filled questionnaires, which were then excluded from the original sample.

Meeting with the respondents was another factor that proved to be the limitation as the respondents demanded to leave the questionnaires with them which they will fill accordingly in the free time. This factor also made many questionnaires inappropriate as they were not filled correctly and in the presence of the researcher.

Literature Review

The development of the notion of “Organizational Commitment” is discussed, by providing detailed emphasis on the characterization of the definition, approaches and models of “OC.

- **Meaning of “Organizational Commitment”**

Porter’s, Steers, and Mowday, 1979 identified three factors that “OC” comprise of, i.e., 1) an unassailable aspiration to preserve the association with organization. 2) Readiness to wield substantial determination on the part of organization and 3) Strong credence in the recognition of the organization’s values and goals. [48] [13] [14]

OC is considered through recognition of organizational values and goals by employees and their readiness to wield substantial determination on the part of organization [15]. [23] describes OC as “employee’s emotional connection to that of an organization, containing a feeling of loyalty, job involvement, and trust in the organizational values”.

- **Approaches to “Organizational Commitment”**

There are two main approaches of OC, [7] [8] that will be further debated in the subsequent sections: The first approach is the attributions approach whose focus is on the attitude whose final result is the attribution of the commitment. The second approach is the behavioral approach that came out of the work of [9] [49]

- **Conceptualization of “Work Performance”**

Williams, 1998, defined performance as the list of results created throughout a specified job, in some particular time frame. Performance has a direct relation with productivity due to the concepts of effectiveness, quality and efficiency. [18] [22]. [20] explained that performance is the level up to which any employee completes the responsibilities that are part of their respective job description. Performance can also be well-defined as a procedure where the conversion of inputs (labor, energy etc.) into the outputs (number of units, profit etc.), conferring to the quantity and quality provisions (for example, level of consumer contentment), however endeavoring to attain definite goals of work [19] [21] [22]. Conversion of potential in conduct is called

Performance. It can also be observed regarding individual’s standards that one must accomplish in their effort and must be viewed as the anticipated outcome of the behavior of respective individual [50] [51]. The intensity, duration and direction of exertion exhausted by people inspire the quality of the performance of work. As per [50], WP as the quantity and quality of output of individuals are essential to match the agreed goals amongst the managers and the employees.

In this research, definition of performance is taken as the productivity demanded from individuals, to be measured alongside the standards specifically set for them, which ultimately contributes in the accomplishment of desired goals set by the organization.

Formal or overall performance of is called Task performance and it includes fulfillment of all the allocated duties and responsibilities, completion of dispensed tasks and any other official performance characteristics of the individual’s job. O’Reilly and Chatman, (1986) defined task performance as the conduct linked with preserving and examining the technical core of an organization [52] [24]. As per [25] [26] the task performance involves the execution of tasks and duties that are quantified in the job description of individuals. Moreover, [27] pointed out that with varying jobs, the descriptions of job may not be able to deliver firm grounds for describing the task performance. It is the expertise with which individuals accomplish undertakings that are officially acknowledged as portion of the individuals’ jobs; undertakings that underwrite to the technical core of the organization, which can happen directly by implementation of its technological progression or indirectly by provision of the services or required materials [28] [29].

[30] [31] found out that managers inclined greatly on performance of task rather than contextual performance while appraising the employees, proposing that managers and executives are usually apprehensive about the task accomplishment and performance of their respective components.

Junior managers are characteristically allocated well-designed problems of restricted possibility for which their performances are then thoroughly examined [32] [33]. [34] [35] [36] explained that such kind of restricted tasks entail continuous support monitoring, evaluation and coaching of

employees. Executives who display these sort of continuous supervision must have focus over the execution of explicit or constricted tasks, it is therefore probable to worth the performance of task of the subordinate greater than that of managers who are reluctant to unveil these activities.

Viswesvaran and Ones, (2000) attempted to explore the work performance paradigm focusing on requirements of task [37]. Fleishman, 1967 endeavored on developing taxonomy for human performance grounded on the theories of training and learning techniques, where the intent was to cultivate standardized clusters of tasks appropriate for the jobs [38].

The appraisal of performance is amongst one of the major practices of Human Resources [39] which is among the topics that are widely researched in psychology of work [40]. Anderson, (1993) on the other hand explained that all the organizations has to face the test of evaluation, utilization and development of abilities and skills of the employees in order to ensure that the goals of organization are being attained [53]. Moreover, to certify that employees gain the satisfaction to the fullest from the organizational tasks prevalent in their jobs, whereas constructing operational assistances. Evaluations are usually directed by administrators. In the section to follow, evaluation of diverse methodology for level of performance will be the prime focus.

Performance appraisal can be well-defined as an organized formal collaboration amongst a supervisor and subordinate that frequently becomes an interview, where the performance of the work of an employee is inspected and debated over, in order to identify the pros and cons (strengths and weaknesses) along with opportunity for enhancement and development of skills [40]. Performance of workforces can be assessed by the workforces themselves or their managers or it can be evaluated numerous assessors individually or collectively.

Since the organizations realized the importance of devising a healthy process of performance management, they are capitalizing greater time in instituting planned course for the setting of goals and objectives. Setting the goals is treasured collectively at the individual as well as organizational level. Firstly, at individual's level, setting the goals certifies lucidity of the purpose along with the synchronization of individual's

exertions with that of goals of the organizational. Secondly, at the level of organization, setting the goals warrants that all the different units in the organizations endeavor towards a specialized goals set commonly for the overall organization. Mone and London, (2004) suggested some steps in the development of process for goal setting [42].

While preparing the goals for the organizations, executives recommend the workforces to carry out certain tasks in order to develop the goals. These steps are explained as under:

- I. Reading of the organization's vision statement and mission statement again and again.
- II. Assess the job descriptions of the employees respectively,
- III. Assessment of the current tactics, strategies, goals and recognize some fresh primary goals and finally cultivate an operational draft of the goals for the teams and respective departments where needed [41] [54].
- IV. Executives then exchange both the individual goals and departmental goals with the employees. They may also exchange the strategic messages which can be proved to have importance for the workers to ponder over.
- V. Based on the aforementioned info, executives should ask the employees to originate in written the tactics, strategies and the goals.

In order for the practice to be fruitful, it is necessary to involve the employees and ownership is transferred successfully. Mone and London, 2004, presented the notion that the process of setting of goals is expected to have greater effectiveness when individuals contribute in the process when objectives are allocated to the workforce respectively [42]. This notion is originated from the fact that contribution upsurges assurance with the goals of organization.

Moreover, upon further analysis it was discovered that commitment with the goals and objectives of the organization is greater when individuals perceive the goals to be smart and expected to drive towards the constructive results while having less relation to individual's desires or abilities. The motivating vibration of the goal setting process contains self-efficacy, goal commitment and subjective goals which an

individual belief can institute the preferable results [43]. Latham's and Locke (1990, 2002, 2006) goal-setting theory embraces that explicit and stimulating goals and objectives often bring higher performance with it. Individuals require response in order to aid the calibration of their development towards the goals set by the organization, in addition to recommending methods to regulate the course of their exertions or to modify their performance tactics. Objectives, goals and response (feedback) collaborate for the betterment towards accomplishment of goals. Combining the goals with feedback is always more efficient and effective than the goals individually [43] [44] [45].

Generally, response (feedback) emphasizes consideration on the goals and objectives that are vital for the business and aids in discovering inaccuracies, maintaining direction of the goals, influencing innovative goals, providing evidence on enactment of aptitudes and lastly, what additional exertion is required for the achievement of goals that delivers progressive fortification for the accomplishment of goals [46]. Individual's enactment is assessed by utilizing performance scales rating. This assessment is carried out to regulate performance of the workforce and link that with individual's appraisal system that is prevalent in the organization.

Barnes-Farrell and Lynch, (2003) proposed the performance rating whose aim is to facilitate precise understanding and measurement of worker's performance [47]. Interactive opportunities and results are required to have delineated and standardized rating.

Rationale of Research

The foundation of the current research is based on identifying significance of central characteristics of "work performance" and "organizational commitment" of workforces in explicitly respectable establishments of Pakistan's telecom industry. It is for this purpose this research will showcase the corresponding correlation amongst WP and OC in Pakistan's telecom industry. The decisive conclusion is to identify the corresponding influence of the commitment with organization on the performance of workforce. The principal focus is analysis and identification of OC and the respective influence on Work

Performance analyzed for the 10 telecom sector institutions in Islamabad, the capital of Pakistan.

Scheme of Research

Under this, different variables will be discussed that are part of the dissertation, along with the criteria for sampling, techniques for statistical analysis and the basis of the model that is to be used in the dissertation.

Limitations of Research

Principal thing that put retraining limitation was the cost pertaining to collection of data. Furthermore, for the completion of degree the time allotted was limited that put another constraint in the dissertation as it limited time made the collection hard and restricted.

Data Set

An exclusive set of data utilized in this dissertation is acquired from interviewees of ten different telecom sector organizations situated in Islamabad. This set of data is obtained to validate the productivity of workforce through application of commitment of organization.

Due to non-availability of secondary data, primary data was collected via the questionnaire which formed the basis of limiting the sample to 10 organizations of telecom sector.

In order to verify the responses personally, the telecom organizations of just Islamabad territory are selected as the feedback is usually quite slow for the questionnaires that makes them risky and hard to collect.

Type of Study

As the nature of the study is cross-sectional, the data collection will be done only one time.

Type of Exploration

In this research, the causes and effects of two variables are explored, namely, "Organizational commitment" (Independent variable) and "work performance" (Dependent Variable).

Study Setting, Time Horizon and Unit of Analysis

Distinct workforces from two separate departments of 10 individual telecom sector organizations were interviewed via questionnaire.

Sample (Population & Size)

In 1996, the telecom sector of Pakistan got deregulated. As a result, many private sector telecom sector organizations came into Pakistan for business offering multiple services and products in Pakistani market.

The sample consist of 10 companies, out of which 3 are operating from long distance while 1 is involved in manufacturing of the telecom products. All the sample companies have an equitably significant budget for training. All of these organizations offer the investments on extended level of development programs and trainings for the workforce in their organizations. A thorough sample of 120 employees was selected for the purpose of collection of data.

Every employee of the workforce selected for the sample is documented on the tenure of the present job in respective organization, current age of the employee, number of years of the education obtained, average number of seminars attended on organizational commitment and average monthly salary. Employees from the workforce are selected on basis that they must have at least a years' experience in the present organization and have attended seminars that are local and were short term. The training group selected for the sample is called "Technical Programs". While, the same categories of job have been identified for the selection of the sample workforce. Questionnaire was used as the medium to collect the data which was obtained from the workforce of operational and technical departments. In order to gather complete and whole information, at least 12 employees from the workforce of each organization are interviewed. Convenience/ judgment sampling will be utilized to select the organizations as it will be on the disposal of the researcher to select the organizations upon his convenience.

Theoretical Framework

It has been observed by the researchers that commitment with organization have positive impact over work performance and productivity provided that two assumptions have been fulfilled. These assumptions are that firstly, heterogeneity bias of workforce in to be

completely eliminated from the estimated impact of training on performance of work. Secondly, it is to be made sure that any bias in the selection procedure of the training program is to be completely eradicated.

The below model in fig 3.1 depicts how OC affects the performance of workforce and its different outcomes are also illustrated. The framework precisely explains the ample concept of WP and OC. The very specific model has also been utilized by Ann P. Bartel (1995) [6]:

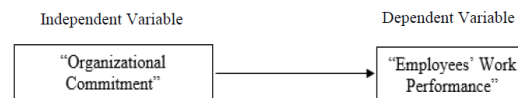


Fig 3.1: (Schematic Diagram)

Both non-financial and financial elements can be used to determine the WP and these have been used by many studies, including, Lisa M. Lynch, Ann P. Bartel, George Loewenstein, James N. Brown, Robert H. Topel, Edward P. Lazear and Kevin M. Murphy. Substantive growth in salary is one of the generic financial element that is considered.

While for the non-financial aspect, rating of performance score is vital indicator. In this research, dedication with the job, enhancement efficiency, level of motivation, effectiveness of wage increase, approachable conduct towards commitments, personal level of interest towards stimulating tasks, approval of the stakeholders and other management are the factors used by the researcher for the purpose of indicators of performance.

Description of the Instrumentation

Due to non-availability of any secondary data, this research was carried out from very rudimentary level. It is therefore a Likert scale is used for the purpose of collection of data from the sample employees. Questionnaire has been established in order to collect the required information related to the performance and commitment of workforce. The questionnaire was the filled by the respondents without the guidance and voluntarily.

The type of analysis used in study

In this research study, both the qualitative and quantitative aspects of the study have been analyzed.

Descriptive Statistics

In the present research study, descriptive analysis will form the first part of the research as it will allow us to explain all the relevant and concerned aspects of “work performance” and “organizational commitment” and help us to present the desired information about all the respective variables. On the later stage, SPSS software is use for reliable analysis.

Data Analysis

The statistical tools to be used for the analysis of the data are: variance, standard deviation and mean. In order to analyze any inconsistent behavior or vice versa, variance and standard deviation has been used.

Descriptive Analysis

Dispersion of data and central tendency of data are conducted for the descriptive analysis in order to gather the composition of the data. Through such analysis, the researcher will get the general idea of the responses from the recipients of the questionnaires.

Interpretation of Data

By using the “Likert scale” the mean score for respondents have been calculated:

Value, Scale	Responses	Notation
5	Strongly Agreed Opinion	S.A
4	Agreed Opinion	A
3	Neutral Opinion	N
2	Disagreed Opinion	D.A
1	Strongly disagreed Opinion	S.D.A

Numerous scales for the purpose of rating have been established in order to rationalize the attitudes from the interviewees. One of the widely used scale is the Likert scale formalized in 1932. The above table shows Likert scale in its final form having a scale of five points that is utilised to permit the interviewees to direct on how much

the individuals have disagreed or agreed to an individual statement.

Reliability Analysis

In order to check the correlation being positive over the set of items, “Cronbach’s alpha test” is calculated which is the reliability coefficient. [57]

Quantitative Analysis

Analyzing quantitatively will be carried out in two significant ways. Initially, in order to institute the linear relationship forte amongst the two variables, method of correlation has been constituted. So as to develop the coefficient for correlation, Pearson’s Correlation is to be utilized to create the association amongst three significant variables namely. Secondly, in order to develop the relationship among the WP and OC, method of regression analysis is to be used. By using this method of analysis, the extent of dependence of dependent variable WP on independent variable OC and growth of wages is identified.

- *Independent Variable*

“Organizational Commitment” (OC) is to be the Independent variable for the dissertation.

- *Dependent Variable*

“Employees’ Work Performance” (EWP) is to be taken as the dependent variable. “EWP” will be evaluated with the correspondence of significant indicators.

Data Collection

In the telecom sector of Pakistan, there is no availability of any secondary data for “OC”. Amongst these organizations, mostly belong to the private sector while some also belong to the public sector as well. It is for this purpose that the data has been directly collected from the sources that are primary through the questionnaires under the direct supervision of the researcher.

Amongst the selected respondents, most of them have been from technical and developmental departments holding managerial positions. Same sample have been included in their work by many different researchers before including: [1] [6].

The sample included more than 120 respondents from different organizations of telecom industry

in Islamabad. Out of those sample respondents, almost 16 employees were selected from each organizational setting to be included in survey for the dissertation.

For this dissertation, total of 120 employees were selected out of which 25 were telephoned but only got response from 1 out of total. Since the response was low, the strategy was changed and all the respondents were approached personally. For the purpose of collecting the responses, an additional surveyor was also hired to help in the collection of responses.

It is expected that evidence will be found for the linkage between “OC” and EWP” for the organizations. It is believed that organizations with greater number of skilled employees will resultantly have superior system of appraisals and greater number of industrious workforce which ultimately results in reasonable edge over other competitive organizations. There happens to be many studies focusing on the respective concept but on the contrary in the confined focus there has not been any such published study.

Hypothesis

The purpose of the dissertation is to identify the connection amongst the “Organizational commitment” and “work performance” of workforce. In order to develop the statement of hypothesis, different assessment tools and examination tests have been applied.

It is the assumption of the researcher for this dissertation that there happens to be a substantive positive association amongst “organizational commitment” and “job performance” of the workforce. *“The more the organization is concerned, the better performance of the employee is expected”.*

Limitations

- a) Analysis and results of the dissertation is based on the individual’s self-assessment instead of their review from the top management.
- b) Ta basic model of the dissertation is adopted from international studies and applied here in the local Pakistani setting.
- c) Organizations were selected through convenience sampling where, the telecom sector industries, primarily

situated in Islamabad territory, were carefully chosen and workforce employees were drawn via researchers’ personal and professional references and contacts. Since almost all the head offices of these organizations are situated in Islamabad, hence it permits the researcher to acquire holistic assessment of the overall position at the organizations.

Analysis and Discussion

This section has been divided into two significant parts. Firstly, the organization types and respondents’ demographics are discussed and secondly, data is analyzed quantitatively.

In order to gather the data on “organizational commitment” and “work performance measurement” 120 people from different telecom sector organizations were questioned through the questionnaire out of which 96 people responded. Whose data has been described as under in table 4.1;

Descriptive Analysis of Telecom Organizations

Table 4.1: Overall rate of response of Telecom Sector

Companies	Respondents	“Percent”	“Location”
Mobilink	16	16.7	Islamabad
Zong	16	16.7	Islamabad
Nokia	16	16.7	Islamabad
Ufone	16	16.7	Islamabad
Telenor	16	16.7	Islamabad
Warid	16	16.7	Islamabad

The above table depicts that there are total of 96 respondents from 6 organizations, 16 respondents selected from each organization that accounts for 16.7% each as well.

Respondent’s Demographics

In the initial part, the questionnaire contained the respondents’ demographics that included: experience, designation, salary and age of the respective respondents. The gathered information is presented as percentages, pie charts and cumulative frequency in the table 4.2.

Table 4.2: Experience in the present Organization

	Frequency	Percent	Cumulative Percent
Among 1.0 to 2.0 years	26	27.125	27.125
Among 2.01 to 3.0 years	30	31.25	58.375
Among 3.01 to 4.0 years	13	13.5	71.875
Among 4.01 to 5.0 years	27	28.125	100.0
Total	96	100.0	

The above table shows that majority of the respondents were from the bracket of 2 to 3 years of experience while second highest bracket was 4 to 5 years comprising of 27 respondents. Thirdly, comes the bracket of 1 to 2 years of experienced respondents and finally lowest number of respondents were from 4 to 5 years' experience.

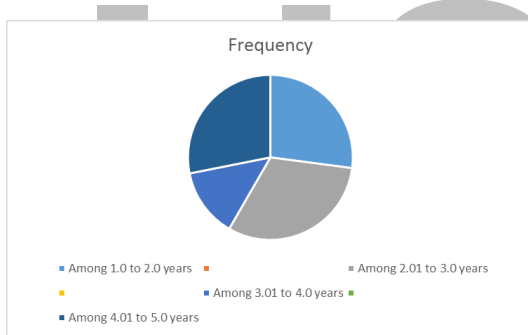


Fig 4.1: (Experience in the present Organization)

The results of table 4.2 are shown with the help of pie chart in the fig 4.1.

Table 4.3: Education of Employees

	Frequency	Percent	Cumulative Percent
Graduates	44	45.8	45.8
Masters	52	54.2	100.0
Total	96	100.0	

In the above table 4.3, it is identified that amongst the total respondents, 44 respondents had graduation degree while 52 respondents had qualified masters. The results of the table 4.3 are further clarified by using pie chart in the fig 4.2.

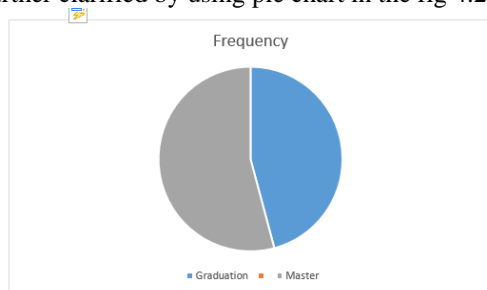


Fig 4.2: Pie Chart (Education of Employees)

Table 4.4: Age of Employees

	Frequency	Percent	Cumulative Percent
Among 20.0 to 25.0 years	25	26	26
Among 25.1 to 30.0 years	6	6	32
Among 30.1 to 35.0 years	41	43	75
Among 35.1 to 40.0 years	24	25	100.0
Total	96	100.0	

The above table 4.4 shows that among all the respondents, 41 respondents were aged among 30 to 35 years, 25 respondents from 20 to 25 years, 24 respondents were among 35 to 40 years and lastly 6 respondents resided in the age bracket of 25 to 30 years.

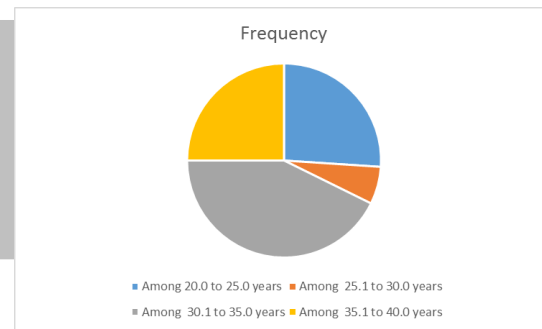


Fig 4.3: Pie Chart (Age of Employees)

The table 4.4 is further clarified through the pie chart in fig 4.3.

Table 4.5: Previous Experience (Years)

	Frequency	Percent	Cumulative Percent
Among 1.0 to 3.0 years	55	57	57
Among 3.01 to 5.0 years	28	29	86
Among 5.01 to 7.0 years	13	14	100.0
Total	96	100.0	

The above table 4.5 shows that out of all the respondents, maximum were in the range of 1 to 3 years of previous experience, 28 respondents had experience among the range of 3 to 5 years and the remaining 13 respondents had previous experience of 5 to 7 years.

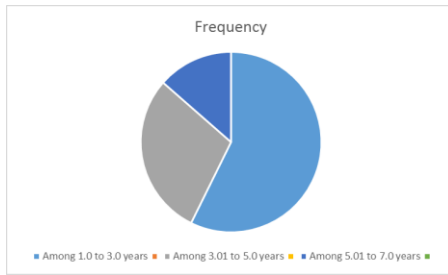


Fig 4.4: Pie Chart (Previous Experience)

Table 4.5 is further elaborated with the help of fig 4.4 in the form of a pie chart.

Table 4.6: Employee's Department

	Frequency	Percent	Cumulative Percent
Operational and Technical	50	52	52
Corporate Development	46	48	100.0
Total	96	100.0	

Table 4.6 shows that amongst the 96 respondents, 50 respondents were from operational and technical departments while the remaining 46 were from corporate development departments.

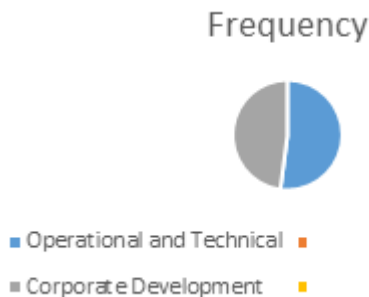


Fig 4.5: Pie Chart (Employee's Department)

The data of table 4.5 is further elaborated through pie chart in fig 4.5.

Table 4.7: Salaries of Employees

	Frequency	Percent	Cumulative Percent
Among 30,000 to 40,000	22	23	23
Among 40,001 to 50,000	60	63	86
Among 50,001 to 60,000	14	14	100
Total	96	100.0	

The table number 4.7 above depicts that the most number of interviewees had salary among 40,001 and 50,001 i.e. a total of 60 respondents. While 22 respondents were in the salary range of 30,000 to 40,000 and 11 were among the range of 50,001 to 60,001.

Frequency

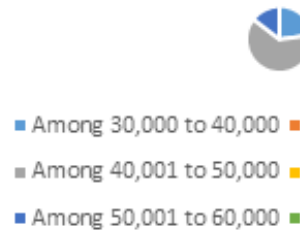


Fig 4.6: Pie Chart (Salaries of Employees)

The results of table 4.7 were further explained through the pie chart in fig 4.6.

Overall Descriptive Analysis

For the purpose of descriptive analysis, version 14 of SPSS has been utilized to calculate and analyze the gathered data.

The overall average of "Organizational commitment" and "Work performance" from 6 organizations comes out to be 4 which depicts that the interviewees agree upon the matter that whenever "organizational commitment" is present for the workforce they develop greater productivity that ultimately results in greater outcomes and salaries for the employees.

Table 4.8: Overall Descriptive Statistics

	Employees' Performance	Work	Organizational commitment
Mean (Actual)	4.2879		4.2217
Mean (Approx)	4		4
Standard Deviation	0.8397		0.9456
N	96		96

**N= number of respondents, Using Five point scale: 1= Strongly Disagree to 5= Strongly Agree"

The results in the table 4.8 show that the mean value for "organizational commitment" is 4 along with the standard deviation of 0.9456 while on the other hand the mean of "work performance" is 4 as well along with the standard deviation of 0.8397. The results depict that there is an overall consent of respondents that "work performance" is increased by the increase in "organizational commitment". The values for standard deviation is small in both the cases that depicts the nearness of values to the mean for all the observations in data.

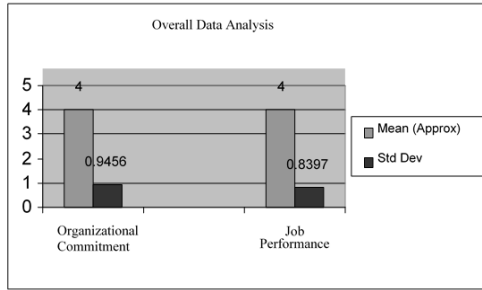


Fig 4.7: Organizational commitment and work performance of all companies with Standard Deviation values. /

Figure 4.7 is graphic representation of table 4.8.

Company Wise Analysis

In order to analyze the standings of “organizational commitment” and “work performance” of the telecom organizations we need to have the analysis of data of all these organizations at individual level.

- Mobilink

Table 4.9: Mobilink Company

	Job Performance	Organizational commitment
Mean	4.24	4.21
Minimum	2.89	2.67
Maximum	5	5
N	11	11
Std Dev	.83	.90

Mobilink is the leading cellular company of Pakistan. The above table 4.9 shows that the number of responses gathered from Mobilink were 16 where the observed mean for “OC” is 4.21. This shows that the commitment level in the organization is satisfactory. The standard deviation on the other hand is also in the range that is acceptable which shows that the workforce of the Mobilink has achieved the satisfaction level.

The “work performance” on the other hand has been rated as satisfactory as well which shows that Mobilink has achieved the level of market leader due to its strength of its committed employee workforce.

- Zong

Table 4.10: Zong Company

	Job Performance	Organizational commitment
Mean	4.23	4.23
Minimum	3.05	2.67
Maximum	5	5
N	8	8
Std Dev	.83	.92

Table 4.10 shows that there were total of 16 respondents from Zong. The mean value obtained from “OC” is 4.23 which depicts that the workforce is satisfied in the organization. On the other hand, the “work performance” also came out to be satisfactory.

- Nokia

Table 4.11: Nokia Company

	Job Performance	Organizational commitment
Mean	4.37	4.18
Minimum	3.37	2.83
Maximum	4.97	5
N	6	6
Std Dev	0.73	0.98

Nokia is a company that produce mobile phones and equipment related to telecom exchange. Table 4.11 shows that there were total of 16 respondents from Nokia. The mean “OC” came out to be 4.18 that shows the workforce are satisfied with the organization. On the other hand, “WP” has also been satisfactorily rated.

- Ufone

Table 4.12: Ufone Company

	Job Performance	Organizational commitment
Mean	4.33	4.23
Minimum	2.89	2.67
Maximum	5	5
N	9	9
Std Dev	.83	.94

Table 4.12 shows that from PTCL’s subsidiary, Ufone, there came out to be 16 respondents whose data analysis shows mean of 4.23 for “OC” which depicts that workforce is satisfied from the

organization. Subsequently, “WP” has the mean value of 4.33, which is also satisfactory.

- **Telenor**

Table 4.13: Telenor Company

	Job Performance	Organizational commitment
Mean	4.18	4.20
Minimum	3.05	2.77
Maximum	5	5
N	6	6
Std Dev	.84	.93

Table 4.13 shows that with 16 respondents from Telenor, the mean value of “OC” came out to be 4.20 which means that “OC” in the organization is satisfactory. While the mean of “WP” came to be 4.18, which is also satisfactory.

- **Warid**

Table 4.14: Warid Company

	Job Performance	Organizational commitment
Mean	4.28	4.13
Minimum	2.47	2.06
Maximum	5.0	5.0
N	11	11
Std Dev	.48	.78

Table 4.14 shows that from Warid, 16 respondents were identified and the results depicted that mean value for “OC” is 4.13 and 4.18 for “WP” which shows that the workforce is satisfied and so is the organization.

Quantitative Analysis

Version 14 of SPSS has been utilized to calculate and analyze the data collected. The quantitative part includes two fundamental methods, namely:

- a) Regression analysis
- b) Correlation analysis

Pearson’s Correlation Coefficient Analysis

In order to check the relationship among the variables “OC” and “WP”, Pearson’s Correlation is utilized. The objective to the study is to analyze the “OC” and “WP” such that whenever “OC” increases, the increase in wages and salaries is expected with the corresponding increase in “WP”.

The table below also depicts the use of Pearson’s Correlation to explain the significant relationship amongst the variables.

Table 4.15: Pearson’s Correlation Coefficient

Pearson	Job Performance	Organizational commitment
Organizational commitment	.504(*) N = 96	1.000 N = 96
Job Performance	1.000 N = 96	.504(*) N = 96

* N= No. of respondents

Using Five point scale: 5= Strongly Agree and 1= strongly Disagree

**Correlation is said to be significant at the 0.01 level (2-tailed)

Correlation between “OC” and “WP”.

There happens to be a robust positive relation amongst the “OC” and “WP”. The value for the relationship comes out be .504 which is significant and they co-vary. It also depicts that the organizations that provide greater “organizational commitment” will resultantly get greater “Work Performance” from its workforce. This is the evidence that the hypothesis we observed is correct i.e. “there occurs to be a significant statistical relationship amongst “work performance” and “organizational commitment”.

Reliability Analysis

In order to collect the data on “Organizational commitment” and “work performance” of the workforce, various researches have been referred to. On the analysis of all the studies, it has been identified that they incorporate “Cronbach’s Alpha Reliability Coefficient” and have observed that:

Organizational Commitment

Table 4.16: Reliability Statistics

N of Cases =	96.0
N of Reliability Coefficients	18 items
Cronbach’s Alpha =	.809

* N= No. of respondents

Using Five point scale: 1= Strongly Disagree to 5= Strongly Agree

Table 4.16 shows that Alpha has been obtained as .809 that is significant and depicts that elements are related and relevant to each other.

Job Performance

Table 4.17: Reliability Statistics

N of Cases =	96.0
N of Reliability Coefficients	19 items
Cronbach's Alpha =	.911

* N= No. of respondents

Using Five point scale: 5= Strongly Agree and 1= Strongly Disagree

This test shows that Alpha has been obtained as .911 that is significant and depicts that elements are related and relevant to each other. The results are also shown in table 4.17.

Regression Analysis

“work performance” being dependent over “organizational commitment” is the assumption of this relevant regression model used. The results are depicted in table 4.18 as under:

Table 4.18: Regression Coefficients

	Beta Coefficient	t-value	Sig
Constant	.798	2.001	.049
Organizational commitment	.544	1.221	.208

* N= No. of respondents

Using Five point scale: 5= Strongly Agree and 1= Strongly Disagree

**Correlation is said to be significant at 0.01 level (2-tailed)

The results show that beta coefficient, and t-values for the variables.

Table 4.19: Analysis of Variance (ANOVA)

	Value	Sig
R Square	.439	
F	16.988	.000

* N= No. of respondents

Using Five point scale: 5= Strongly Agree to 1= Strongly Disagree

**Correlation is said to be significant at 0.01 level (2-tailed)

The results in table 4.19. depict that the “organizational commitment” significant statistically, which means that there happens to be positive relation amongst both “organizational commitment” and “work performance” which shows that if the commitment with the organization increases than that results on increased work performance.

The Beta value obtained from “OC” happens to be .544 which depicts that the increased “OC” brings increase “WP” along with it.

“.439” is the value of R-Square received which depicts that significant 44% of the variation is caused by the “OC” in the “WP” of the workforce. The value of R-Square received is .439 which shows that “OC” has 44% effect on the “work

performance” of the workforce. This designates that the respective variable bring about significant variation in the variable that depends on it, while just 56% of the variation is due to other respective variables. Hence, greater value for R portray stronger relationship among them.

$$1. \leq R^2 \leq 1.00$$

The table number 4.38 has the summary for the results for the analysis of the variances. The F-test is performed, that depicts the significance of the model statistically and “OC” has the power to predict any variation in the variables that depend upon it.

There is the belief of the researcher that there happens to be a causal relationship amongst the variables i.e. dependent variable being “Work Performance” and independent being “Organizational Commitment”. The aim of the research is to recognize the degree to which independent variable can forecast the variance among the dependent variables.

The findings of the research are in collaboration with the previous researches done by James N. Brown, (1989), James L. Medoff et. al, (1981) and Ann P. Bartel, (1995) [55] [56] [6] etc.

Conclusions

Prime focus of the current study is to discover the opinion of stakeholders inside the Pakistan’s Telecom Industry related to their commitment to organizations and the opinion related to the signs of quality of services in the relevant market.

This research broke down the effect of OC on performance of work of an employee in telecommunication sector of Pakistan. Moreover, the findings of the study have proposed that associations must concentrate on methodology of OC to pick up favorable circumstances. OC can improve both quality and quantity of workers.

Upon analysis of the variables i.e. “organizational commitment” and “work performance”, a relationship among them have been established in the current study.

Positive result amongst the variables has been recognized with the coefficient of correlation amongst the variables being .504. On the other hand, the Beta calculated for” Organizational Commitment” happens to be .544 that depicts the

involvement of “organizational commitment” to be greater than any other variable.

Every employee of the workforce selected for the sample is documented on the tenure of the present job in respective organization, current age of the employee, number of years of the education obtained, average number of seminars attended on organizational commitment and average monthly salary. Employees from the workforce are selected on basis that they must have at least a years’ experience in the present organization and have attended seminars that are local and were short term. The training group selected for the sample is called “Technical Programs”. While, the same categories of job have been identified for the selection of the sample workforce. Questionnaire was used as the medium to collect the data which was obtained from the workforce of operational and technical departments. In order to gather complete and whole information, at least 12 employees from the workforce of each organization are interviewed. Convenience/ judgment sampling will be utilized to select the organizations as it will be on the disposal of the researcher to select the organizations upon his convenience.

Through this research, the researcher has also provided evidence for the fact that “WP” can be foreseen through “OC” to an extent of 44% which is significant in itself to great extent. The model overall also happens to be significant at the level of .049.

This research study will provide help and insight for the organizational top management to evaluate and understand the importance of “organizational commitment” for the betterment of “work performance” of the workforce and the organization itself.

Moreover, this study will be helping the managers of the projects and supervisors in creating the significant prospects and opportunities for the workforce to develop the “organizational commitment”. Furthermore, it is anticipated that the scholars will endure further chances to recognize the environment where the employee workforce can enhance their performances.

Future Recommendations

Recommendations that follow the above work for the betterment of “WP” of an employee through “OC” are detailed as:

- a) The present study focused on the telecom sector of Pakistan, while there is great opportunity to extend the research towards other industries as well which can prove to be more empirically correct.
- b) In order to create a better and reliable argument which can be more authentic in nature, the sample size of the data can be increased.
- c) There happens to many other factors responsible for the “organizational commitment” and “work performance” that can be explored.

After recommendations, the suggestions that can help in the improvement of the work can be detailed as:

- a) In order to be more credible, the research must be carried out in greater number of industries simultaneously to have better understanding of industry and variables as well.
- b) In order to have greater reliability, larger samples with greater randomizations must be used.
- c) Even though great number of factors have been identified and incorporated in the present study, still there is room for more factors to be identified and incorporated over “work performance” and “organizational commitment”.

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