

# Measuring Commitment and its Impact on Sustainable Performance: A Case Study on

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## Abstract

Faculty members? of any University are playing a crucial role for students and the administration of University should be aware of the importance of faculty members? commitment and its role in motivating them for sustaining their performance. The purpose of this study was to identify the impact of faculty members? commitment on sustained performance in University sector of Bangladesh. Both primary and secondary data has been used for the study. Primary data were collected through structured questionnaires and secondary data were used to identify the commitment related problems of the faculty members? of University and collected from related journals, books, websites. In this study Satisfaction, Affective Commitment, Continuance Commitment Normative Commitment have been used as independent variables and Sustained performance as the dependent variable. The findings of the study indicated that normative commitment is significantly related to sustained performance, continuance commitment is negatively related and affective commitment, satisfaction have no relation with sustained performance. The finding reveals that there exists a significant relation between satisfaction and Affective Commitment, Continuance Commitment, Normative Commitment. The study suggests that the administration should be working towards the faculty members? satisfaction and organizational commitment.

**Index terms**— satisfaction, affective commitment, continuance commitment, normative commitment, sustained performance.

## 1 Introduction

he characteristics of the academic profession are not frequently met in other professions, such as self-direction, freedom and flexibility as well as the teaching/research conflict, the tenure system which provides job (in) security, etc. (Kelly, 1989). According to ??ellamy (1999 ?? mentioned in Bellamy, Morley, & Watty, 2003), faculty members are mostly motivated by intrinsic motives (e.g., autonomy, showing initiative, intellectual challenges) rather than extrinsic motives (e.g., financial or social rewards).

Organization commitment has been a topic of interest to faculty members in hopes of sustaining performance. In today's competitive world many university is facing new challenges regarding sustained performance and creating committed faculty members. Hence, it is important to understand the concept of commitment and its viable outcome. Organizational commitment is the pre-condition of organizational development for any organization. In case of university the development or the success means the quality teaching of the faculty members. In higher studies if we do not ensure quality education to students then the future of the nation will be in dark. Quality teaching is possible only when the faculty members of university are committed to their university. In the educational sector, Organization commitment has been a rarely studied variable both in primary and secondary education faculty members. So, empirical evidence regarding organization commitment of higher education faculty members is scarce in the international literature especially in Bangladesh. According

to Pearson and Seiler (1983), this area has not received much attention because a high level of job satisfaction has generally been presumed to exist in a university setting. Whether organizational commitment either has an effect on sustainable performance or not will be explored in the present study.

## II.

### Literature Review

Commitment as a word cannot stand alone. We must always ask, "Committed to what?" Goethe wrote, "What you can do, or dream you can, begin it. Boldness has genius, power, and magic in it." We would add that commitment has genius, power, and magic in it. The journey of success is long and is dotted with a series of commitments to worthy goals. According to Hall et al. (1970) the process by which the goals of the organization and those of the individual become increasingly integrated or congruent is commitment. Salancik (1977) said commitment is that a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement. "Organizational commitment" this concept comes from an article "The organization Man" written by Whyte in 1956. Organizational

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A commitment is an important means of determining employees' organizational goals, participation in organizational management and activities, and creative and innovative attributes for the organization (Durna and Eren, 2005). Organizational commitment was asserted by Mowday (1996) as an individual's connection to an organization. When teachers are intimately attached to an organization, they become more willing to remain with the organization and to maintain their membership in the organization. Hence, situations such as not liking one's job, being late for a job and quitting a job are reduced to the minimum level through organizational commitment (Aydoğan, 1993 and Bayram, 2005). Sezgin (2010) suggested that a teacher with high commitment to his or her profession and school would make greater efforts to ensure students' success and would be more adaptable to the goals and values of the school. Some researchers (Busch et al., 1998; Chiu-Yueh, 2000; Einstein & Vondraek, 2006; Freund, 2005; Mannheim et al., 1997) found that job satisfaction was a significant predictor of organizational commitment. However few researchers argued that job satisfaction reflects Prompt affective reactions to the job while commitment to the organization develops slowly after the individual forms more embracing valuations of the employing organization, its values, and expectations and one's own future in it. Rajendran Muthuveloo and Raduan Che Rose (2005) study explores that organizational commitment, leads to positive organizational outcomes. Komal Khalid Bhatti, Samina Nawab (2011) said that job satisfaction has the highest impact on high employees' commitment and productivity. Biljana Dordevic (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors. Allen & Mayer (1990) claim that commitment is psychological states that bind the individual to the organization. According to the Meyer & Allen (1997) commitment is a psychological state that characterizes the employee's relationship with the organization and has implication for the decision to continue membership in the organization. Research has shown that a high level of engagement from employees is positively correlated with financial performance (Benkhoff, 1997; Collins, 2001; Collins & Porras, 1998; Ingelgård & Norrgren, 2001). If we believe that a focus on commitment and performance must be embraced simultaneously for sustained success, then the proliferation of strategic practices in the organization is pivotal to the creation of competitive advantage. a) Organizational Commitment Mowday and Allen (1984, and 1991) identified three dimensional model of commitment: Affective, Continuance and Normative. They said affective commitment is based on how much individual 'want' to remain in the organization. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. i. Affective commitment Some studies recognized that commitment is the affective reaction of the employees towards the organization. Jaros (1993) the degree to which an individual is psychological attach to an employing organization through feeling such as loyalty, affection, worth, belongingness, pleasure and so on. Porter and Mowday et al. (1979) describe affective approach as the relative strength of an individual's identification with and involvement in a particular organization. Therefore, an individual who is affectively committed or emotionally attached to the organization, (i) believe in the goal and values of the organization, (ii) works hard for the organization and (iii) intend to stay with the organization (Mowday et al., 1982). Allen and Mayer (1990) affective commitment is a members' through to stay within and work for an organization.

ii. Continuance Commitment After entering into an organization an employee become confined to sustain a relationship with the organization or committed to remain with the organization because of awareness of the costs associated with leaving the organization. he proposed that continuance commitment develops on the basis of two factors: (1) number of investment (side -bets) individuals make in their current organization and (2) perceived lack of alternatives. Kanter (1968) defined continuance commitment as cognitive, continuance commitment as that which occurs when there is a profit associated with continued participation and a cost associated with leaving. Mowday and Allen (1991) also specified that an individual who's most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice. Whereas

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affective commitment is, where individuals remain with an organization because they want to and because they are familiar with it and they have emotional attachment with it.

iii. Normative Commitment An employee receive benefits from the employer in exchange for his or her labor, when an employee beliefs that his or her employer provides more benefits than he or she deserves, that beliefs or feelings increase the normative commitment. The normative aspect develops as individuals' perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfillment the organization gives the individual over the

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Volume XIV Issue X Version I Year ( ) A years ??March and Mannari 1977). Normative commitment develops on the basis of earlier experiences influenced by, for example family-based experiences (parents that stress work loyalty) or cultural experiences (sanctions against "job-hopping") (Allen & Meyer, 1996).

## 6 b) Employees Commitment and Sustained Performance

An employee who committed to his or her organization means that he or she will stay with the organization in good time and bad time also, he or she will give the best effort to the organization, works willingly; make sure the best use of organization's assets as a result ultimately the productivity is increasing. Dixit & Bhati (2012) Employee commitment can benefit organization in a number of ways such as it can improve performance; reduced absenteeism, and turnover thereby resulting in sustained productivity. Horton too stated that organization commitment could result in less turnover absenteeism, thus increasing organization productivity ??Schuler & Jackson, 1996). According to Konovsky and Cropanzano (1991) and Meyer and other (1998) have uncovered a 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 and therefore are also likely to exhibit better performance than the uncommitted employees. According to Arturo L. Tolentino (2004) Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies and attitudes that reside in the individual employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc. among these individuals. The committed employee has been found to be more creative; they are less likely to leave an organization than those who are uncommitted ??Porter et.al. 1974).

iii.

## 7 Objectives of the Study

The main aim of this study is to identify the impact of faculty members' Commitment on sustained performance in HSTU. It is vital as suggestions may be given to the HSTU administration or authority in order to bring an awareness of the commitment level of faculty members'. The specific objectives of the study are as follows:

- ? To study the impact of faculty members' Commitment on sustained performance. ? To identify the independent factors responsible for low commitment and poor performance of the faculty members'.
- ? To suggest the ways of improvement the organization commitment of the faculty members'.
- iv.

## 8 Limitations of the Study

Self-reported measures were used to evaluate organizational commitment and sustained performance. The respondents were from only one public university (HSTU) so the findings cannot be generalized to faculty members of all public universities in Bangladesh. But as the research was based on realistic hypotheses it is more or less applicable on the total population. v.

## 9 Research Methodology

This study was based on both primary and secondary data. Primary data were collected through a structured questionnaire which was distributed personally to the 70 faculty members' (lecturers, assistant professors, associate professors and professors) working in HSTU to recognize the effect of commitment on sustained performance. The total number of items in questionnaire were 43 among which organizational commitment questionnaire (OCQ) consists of 24 items which were taken from OCQ by Allen and Mayer. The questionnaire was developed by using a five point Likert scale measure faculty members' organizational commitment on sustained performance, ranging from Strong Agree (5), Agree (4), Neutral or Undecided (3), Disagree (2) and Strongly Disagree (1). The secondary data which have been used in this study were collected from related journals, books, and websites. Collected data were analyzed through SPSS to get accurate result on organization commitment and sustaining performance. There were 195 faculty members in HSTU total 70 faculty members were randomly selected as a sample.

## 10 a) Hypotheses Development

The following null hypotheses have been rendered based on various factors of organization commitment H1 0 : Faculty members' organizational commitment (AC, CC and NC) does not influence sustained performance. H2 0 : There is no association between faculty members' satisfaction and sustained performance. H3 0 : There is no association between faculty members' Satisfaction, Commitment (AC, CC and NC), sustained performance and Age, Education, Experience.

vi. ii. Relationships between satisfaction and age, education, experience

## 11 Analysis and Interpretation a) Descriptive Statistics

From the Coefficient table 09 it can be seen that there is no significant relationship between Satisfaction and Age, Education, Experience. The values of t and Beta are not standard. So, the null hypothesis can be accepted and the alternative hypothesis can be rejected.

## 12 Conclusion

This research identified the impact of organizational commitment of the faculty members' and its impact on sustained performance in HSTU. In HSTU the sustained performance of the faculty members' depends more upon the Normative Commitment. From this study it has been seen that HSTU faculty members' are committed to their organization and they are satisfied to their job but their sustained performance do not depend on satisfaction, affective commitment and continuance commitment. Though it has been examined that organizational commitment and satisfaction. The administration of HSTU suggested to take some measure to increase the satisfaction of the faculty members' and should ensure that faculty members' are highly committed to the organization. Increase in satisfaction and commitment will help the faculty members' to become more performance oriented. Faculty members' do not feel a strong sense of belonging to this university. From this research it is also found that faculty members' organizational attachment with this university is low in some extent. So for solving this problem quality supervision and training in organizational commitment for faculty members' should be provided by academic administrators and policy makers. University faculty members' organizational commitment and sustained performance is underresearched area particularly in the public universities in Bangladesh. So, the current investigation has contributed to improve the understanding on significant issue. This research paper would be of value to researchers seeking information on how organizational commitment and sustained performance are linked.

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N	Minimum	Maximum	Mean	Std. Deviation
SAT 70	2.83	4.83	3.7024	.32956
AC 70	2.25	4.88	3.8286	.45850
CC 70	2.38	4.25	3.5036	.45493
NC 70	2.25	4.63	3.1786	.40523
SP 70	1.67	4.67	3.3048	.66119

Figure 1: Table 1 :

## 2

Employee Category	Number	Percentages
Gender		
Male	62	88.6
Female	8	11.4
Age		
Under 25	1	1.4
25-29	20	28.6
30-39	25	35.7
40-49	21	30.0
50-59	2	2.9
60+	1	1.4
Education		
Bachelor Degree	2	2.9
Masters Degree	46	65.7
M Phil	1	1.4
PhD	18	25.7
Post Doctorate	3	4.3
Experience		
Below One Year	7	10.0
1-2 Year	15	21.4
3-5 Year	12	17.1
6-10 Year	24	34.3
11-15 Year	5	7.1
16-20 Year	4	5.7
20 Year Above	3	4.3

From table 01 of mean & std. deviation it is found that the average satisfaction of the respondents is 3.70 & std. deviation is .329, the average Affective Commitment of the respondents is 3.82 & std. deviation is .458, the average continuance commitment of the respondents is 3.50 & std. deviation is .454, the average normative commitment of the respondents is 3.17 & std. deviation is .405, the average sustained performance of the respondents is 3.30 & std. deviation is .661.

Figure 2: Table 2 :

## 3

		: Correlations							
SAT	Pearson	Correlation	Sig.	SAT AC	CC	NC		SP	
		(2-tailed)		1	.235	.050	.199	.356	* *
					.099	.002			.068
									.578

Figure 3: Table 3

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	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.453	4	2.863	9.946	.000 <sup>a</sup>
Residual	18.712	65	.288		
Total	30.165	69			

a. Predictors: (Constant), SAT, AC, CC, NC  
b. Dependent Variable: SP

Figure 4: Table 5 :

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	Unstandardized Coefficients	B	Std. Error	Standardized Coefficients
(Constant)				
	2.748	.887		
SAT	-.095	.215		-.047
AC	-.013	.162		-.009
CC	-.493	.156		-.339
NC	.845	.183		.518

a. Dependent Variable: SP

From the Coefficient table 06 it can be seen that Satisfaction and Affective Commitment have no relation with Sustained Performance. Continuance Commitment is negatively related with Sustained Performance at a .002 significance level. Normative Commitment is positively related with Sustained Performance at a .000 significance level. So, the null hypothesis can be rejected and the alternative hypothesis can be accepted.

Figure 5: Table 6 :

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R	R Square	Adj. R Square	Std. Error of the Estimate
.095 <sup>a</sup>	.009	-.036	.33545

a. Predictors: (Constant), Age, Education, Experience

Figure 6: Table 7 :

8

	Sum of Squares	df	Mean Square	F	Sig.
Regression	.067	3	.022	.199	.897
Residual	7.427	66	.113		
Total	7.494	69			

a. Predictors: (Constant), Age, Education, Experience

b. Dependent Variable: Satisfaction

Table 9 : Coefficients

	Unstd Coefficients	Std. Error	Beta	t	Sig.
Constant	3.714	.151		24.563	.000
Age	.013	.087	.038	.151	.880
Education	.021	.049	.065	.425	.672
Experience	-.031	.054	-.144	-.578	.565

a. Dependent Variable: Satisfaction

iii. Relationships between affective commitment and age, education, experience

Table 10 : Model Summary

	R	Adjusted R Square	Std. Error of the Estimate
1	.287 <sup>a</sup>	.083	.44904

a. Predictors: (Constant), Age, Education, Experience

Figure 7: Table 8 :

11

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.197	3	.399	1.980	.126
Residual	13.308	66	.202		
Total	14.505	69			

a

a. Predictors: (Constant), Age, Education, Experience

b. Dependent Variable: Affective Commitment

Figure 8: Table 11 :

## 12 CONCLUSION

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	Unstd Coefficients	Std. Error	Std Coeff	t	Sig.
	B		Beta		
Constant	4.064	.202		20.079	.000
Age	-.059	.116	-.121	-.507	.614
Education	.075	.065	.171	1.160	.250
Experience	-.074	.072	-.244	-1.021	.311
a. Dependent Variable: Affective Commitment					

Figure 9: Table 12 :

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	Sum Squares	of df	Mean Square	F	Sig.
Regression	.331	3	.110	.523	.668 a
Residual	13.949	66	.211		
Total	14.280	69			
a. Predictors: (Constant), Age, Education, Experience					
b. Dependent Variable: Continuance Commitment					

Figure 10: Table 14

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	Unstd Coefficients B	Std. Error	Std Coeff Beta	T	Sig.
Constant	3.525	.207		17.01	.000
Age	-.089	.119	-.186	-.751	.456
Education	-.018	.067	-.040	-.265	.792
Experience	.088	.074	.294	1.194	.237

a. Dependent Variable: Continuance Commitment  
v. Relationships between normative commitment and age, education, experience

	Table 16 : Model Summary		
R	R Square	Adjusted R Square	Std. Error of the Estima
.207 a	.043	-.001	.40537
a. Predictors: (Constant), Age, Education, Experience			

Figure 11: Table 15 :



17

	Sum of Squares	df	Mean Sq.	F	Sig.
Regression	.485	3	.162	.984	.406 a

Figure 12: Table 17 :

18

	: Coefficients					Std
	Unstd					Coef
Constant	Coefficients B	Std. Error	3.474	.183	Beta	.015
Age	-.106	.105	-.247	-1.011	.316	.000
Education	-.015	.059	-.040			.794
Experience	.021	.065	.079			.325

a. Dependent Variable: Normative Commitment  
From the Coefficient table 18 it can be seen that there are no significant relationship between Normative Commitment and Age, Education, Experience. Here Beta and t values are not standard. So, the null hypothesis can be accepted and the alternative hypothesis can be rejected.  
vi. Relationships between sustained performance and age, education, experience

Table 19 : Model Summary				Std.
R	R Square	Adjusted R Square		Error of the Estimate
.180 a	.032	-.012		.66504
a. Predictors: (Constant), Age, Education, Experience				

Figure 13: Table 18

20

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.975	3	.325	.734	.535 a
Residual	29.191	66	.442		
Total	30.165	69			
a. Predictors: (Constant), Age, Education, Experience					
b. Dependent Variable: Sustained Performance					

Figure 14: Table 20 :

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: Coefficients					
		Unstd	Std		
Constant	Coefficients B	Std. Error	3.655	.300	
Age	-.027	.172	-.039	t 12.192	.000 Sig.
			-.159		.874

Figure 15: Table 21

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