

## **The Role of Organisational Commitment in the Improvement of Employees' Performance at a Business Companies An Empirical Study at Sonelgaz Company – Distribution Directorate Rifi – Béchar**

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**ملخص:** هدفت الدراسة إلى معرفة دور الالتزام التنظيمي في تحسين أداء العاملين في مؤسسة سونلغاز ومعرفة مدى توافره والنمط السائد بها . تم توزيع 80 استبانة على عينة الدراسة من العاملين، تم استرداد 66 منها قابلة للتحليل الإحصائي. قمنا باستخدام برنامج SPSS لتحليل البيانات وتم الحصول على المتوسطات الحسابية، الانحدار واختبار F لاستخراج نتائج الدراسة.

أظهرت الدراسة النتائج التالية: - اتجاهات العاملين في مؤسسة سونلغاز نحو الالتزام التنظيمي إيجابية وبدرجة مرتفعة.

- وجود علاقة إيجابية وبدرجة مرتفعة لدور الالتزام التنظيمي في تحسين أداء العاملين في مؤسسة سونلغاز

- الالتزام الأخلاقي هو النمط السائد والأكثر تأثيرا في مؤسسة سونلغاز على أداء العاملين ثم يأتي بعده الالتزام العاطفي.

أوصت الدراسة بما يلي: - الاهتمام بنشر سلوك الالتزام التنظيمي في مؤسسة سونلغاز.

- وضع نظام مؤهل لتقييم أداء العاملين بصفة دورية.

- تبني مبدأ العدالة في التوزيع للعمل والخوافز والمبني على الكفاءة.

**كلمات مفتاحية:** الالتزام التنظيمي، الأداء، أداء العاملين، مؤسسة سونلغاز، منطقة بشار.

**تصنيف JEL: L20، M54.**

**Abstract :**The study aim at investigating the role of organisational commitment in improving the performance of employees at SONELGAZ Company, and finding out the extent of its availability and the prevailing character. Eighty survey was distributed to a sample of employees and sixty-six were analyzed by SPSS. The study concluded to a number of results, including: The attitudes of the employees at SONELGAZ towards organizational commitment were positive and with a high level of positivity; there was a high positive relationship of the role of organizational commitment with the improvement of the employees' performance at SONELGAZ; normative and Affective commitment were the prevailing character at SONELGAZ Company and had an impact on the employees' performance .

The study recommended to giving importance to the introduction of organizational commitment theory in SONELGAZ, to set a public system for the evaluation of employees' performance on a regular basis and to adopt the principle of justice in the assignment of work and incentive allowance based on professional competence.

**Keywords:** Organizational commitment, Performance, Employees' performance, SONELGAZ, Bechar.

**JEL Classification:** L20, M54.

## INTRODUCTION

Today's business world is undergoing tremendous changes at various environmental levels. The contemporary organizations environment has become more complex and diverse, which caused several challenges faced by these organizations. These challenges are seen in the flow of knowledge and technology and the giant economic clusters and globalization. This situation pushed these organizations to look for a competitive advantage that can make them achieve survival first and then continuity. The success of public and private organizations - whether in developing or advanced countries - depends on the importance given to human resources, equipping them with knowledge, experience and skill to carry out their work efficiently and effectively.

The Algerian economic enterprise, including institutions operating in Bechar area, plays a key role in the development of the Algerian economy and society. This actually requires them to develop their production and services on a permanent basis, adopt advanced technologies and use modern methods in management and update their laws and regulations. All this urges them to focus on improving the employees' behavior to develop their performance and hence their distinctiveness. Among the ways to improve conduct and behavior is to push the individual to be committed with his or her institution and adopt its goals and values with a strong desire to continue his or her relations and affiliation.

### **Research purpose and questions**

Despite the availability of financial resources and technology, human resources come at the same level of importance, because of all that they can add as another competitive value and advantage to the energy sector in Algeria; and more importantly Sonelgaz Company, especially, with the changes that it has experienced at the level of the fast technology development or the constant changes of its surrounding issues - political, legal, economic and socio-cultural. In fact, success requires paying much care and attention to human resources for their knowledge, experience and skills. In this respect, Sonelgaz Company seeks to achieve continuity and competition, and here lies the organisational commitment to human resources as one of the variables that support that goal. It helps to raise the level of workers' performance and productivity. This variable is also a factor through which all company's goals, values and competent individuals are more integrated. Hence, the more the individual's goals go hand in hand with those of the company, and the more he or she has a strong desire to keep his or her work and spend the maximum efforts to stay in it, the more this appears in his or her performance and commitment to his or her tasks required from him or her. Thus,

***The problem of this study focused on: The Role of Organisational Commitment in the Improvement of Employees' Performance at Sonelgaz Company – Distribution Directorate Rifi – Bechar.***

- Is there effect of the organisational commitment in the improvement of the performance of employees at Sonelgaz Company.
- Is there effect of the dimensions of organisational commitment (affective commitment, normative commitment, continuous commitment) in improving the performance of employees at Sonelgaz Company.

***Study Objectives***

- Identifying the level of the organisational commitment of employees at Sonelgaz Company.
- Knowing the level of employees' performance at Sonelgaz Company.
- Identifying if there was a statistically significant relationship between the dimensions of organisational commitment (affective commitment, continuous commitment, and normative commitment) and the performance of employees at Sonelgaz Company.

***Academic Importance of the Study (Theoretical)***

- The identification of the nature of organisational commitment and its dimensions and the analysis of its relationship to the performance of workers contribute to the enrichment of scientific knowledge among officials in Sonelgaz institution and provide them with facts and information to assist in correcting administrative behaviors that caused a decrease in the organisational commitment of the employees in the organization in order to improve the performance of employees and strengthen their loyalty to the goals of this organization.
- The scientific importance of this study is also seen in all that it adds to the academic library; through their quest to clarify the relationship between organisational commitment and the performance of employees.

***Academic Importance of the Study (Empirical)***

- This study will provide a practical assessment of the level and nature of professional organisational commitment in the institution and its relationship to the performance of its employees, thus contributing to work improvement and achieve the desired goals, which were planned before.
- Enriching scientific knowledge among officials in Sonelgaz institution and provide them with facts and information to assist in correcting administrative behaviors.
- Also, this study helps officials to select professionals. The indicators and the results we reach to in this study will be used when designing the programs and

organisational policies. They will also contribute to raising the performance of employees and increase productivity to achieve the desired goals.

### **Hypotheses of the Study**

**Hypothesis 01:** There is no effect that is statistically significant at the level of significance ( $0.05 = \alpha$ ) of the organisational commitment in the improvement of the performance of employees at Sonelgaz Company.

**Hypothesis 02:** There is no effect that is statistically significant at the level of significance ( $0.05 = \alpha$ ) to the dimensions of organisational commitment (affective commitment, normative commitment, continuous commitment) in improving the performance of employees at Sonelgaz Company.

### **Literature Review:**

#### **1. Organisational Commitment,**

**1.1. The concept of organisational commitment:** Many research studies focused on the interpretation of the individual's relationship with the organization, according to the consistency of values and goals between the parties, (Cantril, 1941) (Tolman, 1943). One of the concepts that have emerged to explain the nature of this relationship is the concept of organisational commitment. This concept became among the issues of concern to management organizations insistently, as referred to in many management literatures.

The interest in the topic of organisational commitment began since the early fifties, (Becker & al, 1956) and (Becker, 1960) until the present time, but forming the proper scientific concept by specialists did not happen until the late sixties and early seventies (Porter & al 0.1976) and (Mowday & al, 1979) of the last century.

Many definitions of the concept of organisational commitment were formed:

(Becker, 1960) defined it "as a continuing tendency to participate in certain activities within the organization as a result of investment of the individual within it, thus fearing losing him or her if he or she leaves it". Also, it is the affiliation of the individual and his or her strong association with the objectives and values of the organization, regardless of the material values to him (Buchanan, 1974). The researchers (Mowday & al 1979) said that organisational commitment is "a strong belief and acceptance on the part of the individual to the goals and values of the organization, which works with showing a strong desire to continue being part of the organization". They described the committed employee as the one who stays with the organization through all good and challenging situations, who attends work regularly, and who is always busy at work all day long, and protects the assets of the company and its goals. In some studies, organisational commitment is an indicator of the engagement of the employees to their workplaces (Allen & Meyer, 1990; O'Reilly & Chatman, 1986).

Meyer and Allen (1991) defined it as a psychological state characterizing the relationship between the individual and the organization; this situation has an impact on the decisions of individuals to remain in the organization. Also, Northcraft & Neale (1996) see that the organisational commitment reflects employees' loyalty to their organization, and it is a continuous process through which individuals express their interest in the organization and its continued success. One can conceptualize the organisational commitment through individuals' effective interaction with their work environment (Joo & Shim, 2010: 427).

According to (Rebecca & al, 2013), organisational commitment is closely related to the goals and values of the organization, and the acceptance of these goals and values and the desire to make a maximum effort on behalf of the organization and a strong desire to stay and continue being affiliated to it.

From the above definitions, we note that there is a clear agreement on the concept of organisational commitment, thus the following characteristics can be concluded: (WeiBo & al, 2010, 013)

- There is a strong belief and acceptance of the organization goals and values.
- Readiness to spend maximum efforts for the benefit of the organization.
- A strong desire to keep being affiliated with the organization...

### **1.2. Organisational commitment or job satisfaction, which is more signifying?**

Angle & Perry (1983) see that organisational commitment is more important than job satisfaction, especially in the understanding of the employee's behavior because based on it, the organisational identity of the employee is determined, and the organization is more stable and less susceptible to daily fluctuations even in the case of lack of job satisfaction. Studies have shown that the level of the individual's ability to organisational commitment is a better indicator than job satisfaction to measure labor turnover (Hom, Katerberg & Hulin.1979 Mowaday. LW Porter and RM Steers, 1982, Cited in Robbins, 2001).

### **1.3. Relationship of the organisational commitment with some economic and regulatory outputs:**

Organisational commitment is associated positively with numerous desired results as job satisfaction (Bateman & Stasser, 1984; Mowday, Porter, & Steers, 1982), motivations, (Mowday, Steers, & Porter, 1979) and attendance (Mathieu & Zajac, 1990; Steers & Rhodes, 1978), but it has a negative correlation with other results as absenteeism and turnover (Clegg, 1983; Cotton & Tuttle, 1986). Horton said that commitment is stronger and this could lead to the work turnover and less percentage of absenteeism, and thereby increase productivity of the institution. Also, the increased commitment can increase the willingness to work for long hours, and decrease work absenteeism and turnover ratio (Schuler & Jackson, 1996, p. 302).

Also, the organisational commitment is related to a set of important outcomes, for instance, the impact of the organisational commitment on the performance and effectiveness of the organization attracted many researchers' attention and interest (Allen and Meyer 1996; Beck and Wilson 2000; Mowday 1998). At the top of them the job performance, and social behavior in the job in addition to initiative and creativity. Also, the results of the organisational commitment serve the interests of society as a whole; through lower turnover rate and high quality and effectiveness of the work and therefore higher national productivity. Davenport, (2010) stressed that engaged employees are the least likely to have some patterns of absenteeism in the workplace. The commitment with the organization leads to a psychological link with the organization, which pushes him or her to integrate into the work and adopt values of the organization, and this affects the productivity of the organization and its effectiveness (Qaisar et al., 2012).

#### **1.4. Dimensions of the organisational commitment:**

Many studies tended to identify organisational commitment dimensions and determine the nature of its impact on the organisational and behavioral variables. They have shown, including a study by (Meyer & Aenll, 1991) that there are three dimensions adopted by this research to study the extent of the availability of the dimensions of the components of organisational commitment in organizations, namely:

**Affective commitment:** It refers to the level of the employee's feeling in relation with the organization Affectivity and psychologically, with the desire to abide by this commitment, and hence there is the importance of work and the diversity of skills.

**Continuous commitment:** The desire to remain a member of the organization and therefore the individual should calculate profit and loss that he may face when leaving the organization.

**Normative commitment:** It means the feeling generated in the individual to be committed to the organization.

## **2. The concept of the performance of employees:**

**2.1. Definition:** This is the activity or skill or effort by the individual, whether intellectually or intramuscularly in order to complete the job entrusted to him or her; this behavior makes a change efficiently and effectively achieving the set objectives by the organization.

### **2.2. Its Elements:**

- **Quality of work:** the extent to which the individual realizes his work that he does, and all that he has got like his willingness, the skills and versatility, and the ability to organize and implement the work without making mistakes.

- **The work load:** The amount of work that the employee can accomplish in regular work conditions, and the speed of this achievement.
- **Knowledge and commitment to job requirements:** This includes general knowledge, technical and professional skills and general background for the job and related fields.

### 3. **Organisational commitment relation to performance:**

The organisational commitment is related financially and morally to the individual through conviction and belief in the importance of the goals of his organization, which is reflected in his performance and productivity according to the level of organisational commitment and the understanding of organisational commitment and the commitment to work by individuals helps to analyze, understand and modify the managerial behavior. This shows the energies and distinguishes the performance; that is why it is considered an indicator of organisational commitment to evaluate the personnel. (Yeh & al., 2012). But, many researchers have found that the relationship between organisational commitment and job performance is weaker than the other outputs or outcomes (Becker, Billings, Eveleth, & Gilbert, 1996). For example, a study by (Mathieu and Zajac's 1990: 184) showed that the level of confidence about the average relationship between organisational commitment and performance amounted to zero, thus, concluded that "the commitment has a direct impact on performance that is relatively small in most cases."

Some other studies were also tackled since they deal with the aspects of this study concerned with the organisational commitment and performance of employees. Thus, we review a number of those studies, according to their historical sequencing from the most recent to the oldest.

#### **Previous Studies**

**Darwish Abdulrahman Yousef Study (2017)** entitled: "**Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government**" The present study investigates the direct and indirect relationships among job satisfaction, organizational commitment, and attitudes toward organizational change and their dimensions. Results indicated that employees in the investigated departments are highly satisfied with supervision and coworkers, whereas they are slightly satisfied with work conditions and job security, but they have low satisfaction with pay and promotion facets of the job. Results further demonstrated that employees in the investigated departments are remaining with their current departments either because they want to do so, or because they have to do so, but not because they feel they ought to do so.

**Lifeng Zhong, and others Study (2016)** entitled: "**Job engagement, perceived organizational support, high-performance human resource practices, and cultural value orientations: A cross-level investigation**" This paper developed and tested a cross-level model of organizational-level predictors of job engagement.



Specifically, It examined the impact of high-performance human resource (HR) practices on employee engagement and work outcomes. Based on a sample of 605 employees. Our results indicated that high-performance HR practices were directly related to job engagement as well as indirectly related through employees' perceived organizational support. In turn, job engagement was positively related to in-role performance and negatively related to intent to quit. Culture was found to act as a critical contextual factor, as our results also revealed that the relationship between HR practices and perceived organizational support was stronger when collectivism was high and when power distance orientation was low. Overall, the findings shed new light on the processes and conditions through which employee work-related outcomes are enhanced owing to high-performance HR practices.

**Bani Issa and Aba zaid Study (2014)** entitled: "**The role of organisational commitment in improving the performance of employees in the Jordanian banking sector.**" The study aimed to find out the role of organisational commitment in improving the performance of employees in the Jordanian banking sector and identifying the extent of its availability and the pattern prevailing in the Jordanian banking sector. (325) questionnaires were distributed to a sample of workers in Jordanian banks (commercial and Islamic), then calculation means – the gradient and f-test - were used to extract the results of the study. The study came to the following results: trends workers in Jordanian banks towards positive organisational commitment and high degree, and a positive relationship and highly of the role of organisational commitment in improving the performance of employees in the Jordanian banking sector, Affective commitment is more organisational commitment patterns impact on the performance of employees, which is the norm in the Jordanian banking sector.

**Study by Negin Memari and others (2013)** entitled: "**The Impact of Organisational Commitment on Employees Job Performance: A study of Meli Bank**"

The study aimed to find out the relationship between organisational commitment and performance of employees to their jobs at Meli Bank in Kurdistan Iran. The study used the following dimensions of organisational commitment: the continuous, Affective and normative. The results of the study showed that there was a positive relationship between organisational commitment and performance of employees. It also found that the normative commitment had a positive relationship with statistically significant differences in the performance of employees. The study examined the demographic characteristics of the employees and found out that males were at a higher level than females.

**Shruti Lamba, Nirmala Choudhary (2013)** entitled: "Impact of HRM practices on organisational commitment of employees"



The objective of this study is to investigate the impact of HRM practices on Organisational commitment of Employees in various sectors in India. The study revealed that how HRM practices provide an edge to employee's commitment towards an organisation goal in the global competitive market. Through study it is found that HRM practices influence the Organisational Commitment of Employees.

**Study by Mohammad Ali Kashefi and others (2013) entitled: “Organisational Commitment and Its Effect on Organisational Performance”**

The study aimed to identify the impact of organisational commitment on job performance and the impact of organisational commitment on work quit, absenteeism and employees' performance. The study adopted a commitment towards the group and a sense of responsibility as one of the most important forms of commitment. The study considered that the importance of commitment exists when the organization faces difficulties and problems. The study concluded some results among which was that the organisational commitment can be at its highest when there are rules and respect for human values and ethics.

**Study by Aries and others (2013), entitled: “Analysis of the Effect of Attitude toward Work, Organisational Commitment, and Job Satisfaction, on Employees Job Performance» "Case Study in Electronic Company”**

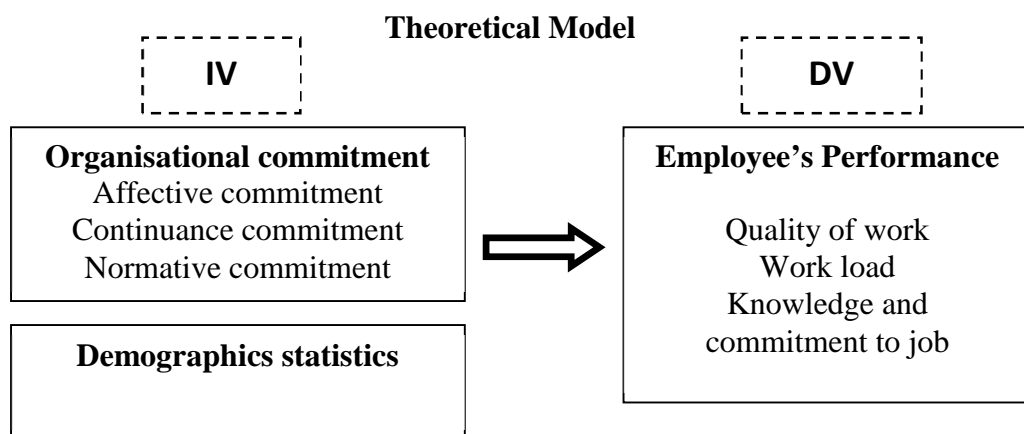
The study aimed to investigate the employees' attitudes towards the influence of organisational commitment and job satisfaction in the performance of employees on their work in the Australian electronic organizations. Data was collected through a questionnaire. The study results indicated that employees' attitudes were positive towards work in general, and their attitudes were also positive toward the impact of organisational commitment in satisfaction and job performance of employees, and that any improvement in the organisational commitment is matched with a positive effect in relation to job satisfaction and performance of employees in the Australian electronic organizations

**Study by Erlan Bakiev, (2013), entitled: “The Influence of Interpersonal Trust and Organizational Commitment on Perceived Organizational Performance”**

The study aims to examine the influence of organizational social capital and organizational citizenship behavior on perceived organizational performance. Interpersonal trust is accepted as an attribute of organizational social capital and organizational commitment is considered as a dimension of organizational citizenship behavior. The interpersonal trust among police officers at Kyrgyz National Police (KNP) and their commitment to KNP is analyzed by the statistical analysis of this study. The 400 surveys were distributed to police officers of the KNP in 7 different regions of Kyrgyzstan and the capital city of Bishkek. The correlational research and Structural Equation Modeling (SEM) is used to analyze the results. The

results of this study indicate that that interpersonal trust among officers and high level of commitment leads to an increased level of performance at KNP. Based on these results, both policy makers and police managers should focus on developing trusted environment and officers' motivation.

**Al-Buqami study** (2012) entitled: "**Organisational commitment and its relationship to job performance of employees at Makkah Zone Permits**". The study aimed to determine the impact of organisational commitment on job performance of employees at Makkah Zone permits. Also, it aimed to knowing the organisational commitment of employees and its relationship to job performance. (250) questionnaires were distributed to collect data of the study. Among the main study results was the high level of organisational commitment among employees, a relatively high level of functionality among employees, and there was also a positive correlation between organisational commitment and job performance among employees at Makkah Zone Permits.



Source: Bani Issa., Aba Zaid, 2014; Conway., Briner, 2012; Erlan, 2013; Martin., Armanu., Surachman., Margono, 2013 ; Meyer ., Paunonen, 1989.

## Methods

Survey method is used to collect data for this research using questionnaire which includes item of Organisational commitment and Employee's performance along with demographic data. The methods used for testing the hypothesis which raised are descriptive and analytical, The present study applied a survey in Sonelgaz rural company in Bechar area. The questionnaire is composed from series of questions relating: Affective commitment, continuance commitment, normative commitment, employee's performance, It has addressed randomly to 100 workers of the company, but only 66 % of them were available.

Participants: The target populations are employees working in the Sonelgaz rural company in Bechar area..

Scale: All The survey questionnaire with a 5 point Lickert, type scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used.

Reliability of the questionnaire is also tested; all two variables questionnaire found moderate to highly reliable.

There was no evidence of multicollinearity among the three dimension of Organisational commitment.

**Table (1) Reliability**

Items	Cronbach's Alpha	N of Items
Organisational commitment	0,648	21
Employee's performance	0,893	15

Source: output of Spss program.

## Results:

**Table (2) Demographics Data for the variable Study**

Variable	Value label	Frequency	Percent
<b>Gender</b>	Male	47	%71,2
	Female	19	%28,8
<b>Age</b>	[20-30[	23	%34,8
	[30-40[	31	%47,0
	[40-60[	12	%18,2
<b>Qualification</b>	Second	11	%16,7
	Technic	14	%21,2
	Superior-	15	%22,7
	Graduate	18	%27,3
	Post-graduate	8	%12,1
<b>Socio-Professional Category</b>	Higher	5	%7,6
	Manger	28	%42,4
	Agent-control	18	%27,3
	Enforcement	15	%22,7
<b>Experience</b>	[1-5[	31	%47,0
	[5-10[	24	%36,4
	[10-20[	3	%4,5
	Up than 20	8	%12,1
<b>Marital status</b>	Single	28	%42,4
	Married	37	%56,1
	Divorced	1	%1,5

Source: output of Spss program.

The demographics of the respondents are given in Table-2. In gender the male respondent was high, three categories of age were considered, and the response rate from age group like 30-40 was high with 47%. The up on graduate qualification, the experience (1-5), the managers and the marital status (Married) were found high in respondent results.

**Table (3) Descriptive statistics of Organisational Commitment**

N°	Parag	Variable	Mean	Std.Dev	Level of acceptance
1	1-7	Affective commitment	3,87	0,5390	High
2	8-14	continuance commitment	3,53	0,4270	High
3	15-21	normative commitment	3,40	0,4650	Average
-	1-21	<b>Organisational commitment</b>	<b>3.60</b>	<b>0,3490</b>	<b>High</b>

Source: output of Spss program.

The results for the table showed that all of respondents are highly committed, but the affective commitment with a value of 3.87 is prevail more than the other dimension of organisational commitment.

**Table (4) Means and Standard Deviation of Employee's Performance**

N°	Parag	Variable	Mean	Std.Dev	Level of acceptance
1	22-25	Quality of work	3,63	0,936	High
2	26-29	Work load	3,95	0,583	High
3	30-36	Knowledge and commitment to	3,48	0,7950	Average
-	22-36	<b>Employee's performance</b>	<b>3.64</b>	<b>0,6470</b>	<b>High</b>

Source: output of Spss program.

### Test of hypothesis:

**H1:** There is a statistically significant effect of organisational commitment on Employee's Performance in level  $p\text{-value}=0.05$ .

**Table (5) F-test**

F calculate	F Table	Sig F	R	R <sup>2</sup>	Result of H
23,851	3.990	0,000	0,521a	0,271	Accepted

Source: output of Spss program.

We have used linear regression to demonstrate this Hypothesis; our findings show that organisational commitment has a positive relationship with Employee's performance, where  $R=0.521$ , More further, this relation is interpreted by  $R^2$ , which indicated that 27.1% of the variation in Employee's Performance is explained by the variation in organisational commitment, and 72.9% of the variance is explained by other factors.

Well we accept the alternative hypothesis

H 2: There is statistic significance of organisational commitment dimensions (Affective commitment, continuance commitment, normative commitment) on improvement of employee's performance.

**Table (6) Model Summary<sup>c</sup>**

Model	R	R <sup>2</sup>	Sig	F
1	0,533 <sup>a</sup>	0,284	0,000	25,390
2	0,608 <sup>b</sup>	0,370	0,000	18,481

a. Predictors: (Constant), Normative\_commitment

b. Predictors: (Constant), Normative\_commitment, Affection\_commitment

c. Dependent Variable: employees\_performance

What we are going to do? Is basically just applying the stepwise multiple-regression to identify which of independent variables which is the predictors are significantly contributing to dependent variable. Normative commitment and Affection commitment are the top two positive and significant predictors; its  $R^2 = 0.37$ .

**Table (7) ANOVA<sup>a</sup> analysis**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9,487	2	4,744	18,481	0,000 <sup>b</sup>
2 Residual	16,170	63	0,257		
Total	25,657	65			

a. Dependent Variable: Employees\_performanc

b. Predictors: (Constant), Normative\_commitment, Affection\_commitment

Source: output of Spss program.

And again the Anova of the two is significant (0.000)

**Table (8) Coefficients<sup>a</sup>**

Model	Unstandardize d Coefficients		Standardize d Coefficients Beta	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Zero - order	Partia l	Part	Toleranc e	VIF
(Constant)	0,36 5	0,551		0,66 2	,51 0					
2 Normative_commitmen t	0,55 8	0,146	0,413	3,82 1	,00 0	0,53 3	0,434	0,38 2	0,856	1,16 8
Affection_commitment	0,36 9	0,126	0,316	2,92 7	,00 5	0,47 3	0,346	0,29 3	0,856	1,16 8

a. Dependent Variable: Employees\_performance

Source: output of Spss program.

Employees demonstrated the highest performance when they perceived a higher normative commitment. The effect of size of the Affective commitment was smaller, but significant. Write out the regression equation with the significant predictors

$$Y = 0,558x_1 + 0,396x_2 + 0,365 +$$

### Discussion

In this section the findings of this study are discussed, compared with anterior research. Next, the limitations of this study and recommendations for future research are discussed. Finally, some concluding remarks follow.

### Research findings

The organisational commitment is only one of many factors affect employees' performance, but certainly is a key factor. (Stephen L. Fink, 1992)

This study found that organisational commitment positively and significantly affected the level of employees' performance. Detailed findings are discussed below. First, employees in the Sonelgaz Company exhibited higher when they had higher organisational commitment. Overall 27.1% of the variance in employees' performance was explained by the above- mentioned factor, this result was consistent with the findings in previous research studies (Lamba, 2013; Maria & Raza, 2013; Erlan, 2013; Wang, 2012; Conway and Briner, 2012; Benkhoff, 1997; Becker et al., 1996; Fink, 1992)., However, it was discordant with previous researches, which were suggested that organizational commitment is largely unrelated to job performance (Martin 2013, Mathieu & Zajac 1990, Mowday 1982).

Second, The findings of the current research revealed that all the dimension of organizational commitment (Affective, Normative and Continuous) were positively significant on employees' performance. In addition, the results of the stepwise multiple-regression revealed that Normative and Affective commitment exerted the most profound effect on employees' performance, the size effect attained ( $R^2=0.37$ ), which correspondent with previous researches (Rebecca & al, 2013; Negin & al, 2013; Shams Urrehman & al, 2012). While continuous commitment was also found to be statistically significant, but its effect on employees' performance was not as strong as that of the other factors. (Bani Issa & Aba Zaid, 2014; Meyer, 1989).

### Conclusion:

Through our study – the role of organisational commitment in improving Sonlegaz Corporation employees' performance – which we tried to analyze its problems, represented in what is the role of organisational commitment in improving Sonlegaz Corporation employees' performance, and after a focused study we reached a number of results as follows:

- Employee attitudes at Sonlegaz Corporation towards organisational commitment are highly positive.

- There is a highly positive relationship to the role of organisational commitment in improving the performance of employees at the Sonlegaz Corporation.
- Normative commitment first and affective commitment are the dominant pattern in Sonlegaz Corporation and has an important impact on the workers performance.

**Recommendation:** Our study recommended the following

- The administrative leaders should work on developing the organisational commitment of their employees by providing an organisational environment that allows innovation, creativity and characterized by respectful relations between employees and provides a sense of care and attention.
- Adopt fairness principle in distributing work and incentives based on efficiency. Enrich the principle of participation in decision-making and contributing in formulating future policies through work groups.

**Scientifically,** It would be useful if future research efforts were directed toward of another instruments to determinate the relationship between the variables of the study. Future research should continue to compare between commitment as behavior and other conceptualizations of commitment.

We recommend that future research examine other contextual to practice organisational commitment dimensions.

### Refernces

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