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### EFFECTIVENESS OF ORGANIZATIONAL COMMITMENT AND WORKING ENVIRONMENT ON JOB PERFORMANCE: AN EMPIRICAL STUDY AMONG SECONDARY SCHOOL TEACHERS

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**Key Words: Work Environment, Organizational Commitment, Job Performance, Secondary Education**

#### **ABSTRACT**

It has been realized that the performance of the employees has great contribution for the development of the whole organization. The major objective of this research was to examine the effect of organizational commitment and working environment on job performance. The population of the study was secondary school teachers from Kasur while 237 respondents were selected as sample by administering simple random sampling technique. The data was collected by administered the standardized questionnaire through survey method. Statistical Package for Social Science [SPSS] was directed to analyze the research hypothesis proposed in this research. The findings of the study concluded that there was a positive and significant association of organizational commitment and working environment with job performance. Furthermore, there was a significant and positive effect of working environment and organizational commitment on job performance. The study is beneficial to upgrade the secondary school education by adopting innovative strategies through human capital

#### **INTRODUCTION**

Performance of the employees is an important tool for the development of the organizations. In modern era it has also realized that performance is a core element for the successful completion of the organizational objectives. Moreover, the performance of the employees determines the level of dedication with work (Dinantara, 2019; Shafiq & Hamza, 2017). Every institution has a

strong vision and mission which can be attained through the effective performance of the employees. Thus, among various variables, the job performance of the employees has great contribution for the actual growth of the organizations (Bhat & Bashir, 2016; Hashim & Shawkataly, 2017). The performance of academicians contributes which counts as a major part in overall performance. In order to achieve a setting goals educational institutions are required to focus on development of human capital to make it more viable and efficient (Janudin & Maelah, 2016). Furthermore, the financial assistance has become gradually depend on their performance, particularly performance in areas of teaching. Literature shows that studies in the field of education mostly emphasis on organizational performance fairly with job performance (Janudin & Maelah, 2015).

Organizational commitment is a passion in the employees who considered their profession very honorable and stayed with their organization and it is affected by the organizational characteristics (Suman & Srivastava, 2012). There are various ways are available to measure the construct organizational commitment. It is the will of employees to preserve membership and to be known by particular organization (Luthans, 2010). It is a psychological association between organization and employees that reduces the probability that employee will leave the organization willingly (Miller, 2003). Moreover, organizational commitment is the association of employee with a particular organization and its goals. The employees put their efforts to remain the part of that particular organization (Robbins & Judge, 2013). In order to decrease the turnover rate and organizational stability, organizations focus on fostering the commitment in employee (Arunkumar, 2014; Sonia, 2010). Moreover, Organizational commitment is multidimensional in nature and it is employees' loyalty towards the organization and their internal willing to work for organizational success. Various studies showed that needs and concerns of the employees should be taken in account by the employers and their job roles and characteristics by doing this they can achieve several favorable outcome and enhanced performance (Dixit & Bhati, 2012). Organizational commitment is considered as an affective attachment to organization. The commitment of employees is described as social actors' readiness through which devote their energy and trustworthiness to social system. This devotion can be seen in sense of self-expression of that committed person (Amiri, Mirhashemi, & Parsamoein, 2013). Additionally, organizational commitment is an optimistic perception of the employees about organization and their intent to work for achieving organizational goals through performance of the employees. In other words, organizational commitment is the belief of the employees on organizational values in order to achieve the specific tasks. It mentioned that employees tend to put their maximum efforts on behalf of organizational goals and to remain part of the organization in future (Khan et al., 2014).

The concept of working environment varies as per nature but the common and general definition is derived from the shared perception developed through interaction, regarding the policies, practices and procedures that are rewarded, supported and expected by an organization. The crucial elements of this explanation are the joint and perceptual sort of environment that are formed by sociological impacts (Kuenzi & Schminke, 2009). However, working

environment is developed from specific perceptions of individual, the degree to which these perceptions are shared across become a collective phenomenon. These aggregate level of perceptions by individuals within organization reflect the shared nature of their working environment. Moreover, working environment established intuitive sense which embodies contextual characteristics of organizations micro level, which in turn aggregated to become function level perceptions regarding in context of organization. Work environment is based on actual performance of the employees, which they extract from their personal activities, experiences within specific organization, and how they deliver tasks and supposed to support from other colleagues and superiors. They provided a useful understanding of what organizational objectives are and how it functions by explaining the theoretical rationale behind it (Ostroff et al., 2003).

### **LITERATURE REVIEW**

Job performance of the employees play an important role for the growth of the organizations. There are various job discrepancies which employees perform during their job hours. The successful completion of these activities the employees focus on the specific tasks. It has been realized from the past researchers that the upgradation of the institutions directly relates to the performance of the employees. The organizations focus to enhance the professional capabilities of the employees for the development of the employees' performance which is the major source for the actual growth of the organizations ((Ardakani, 2012; Wen et al., 2019). Different organizations required the different kinds of activities from the employees according to the vision and mission. The employees try their best for the successful completion of these goals under the setting standards. The performance of the employees makes the beliefs and broad image of the organizations towards the customers (Iqbal et al., 2015; Zafar et al., 2017). The performance of the employees is calculated from multidimensional tasks. It based on the capacity of the individual for the achievement of the goals by focusing on the setting standards by the organization (Munaf, 2011; Torlak (2019).

Job performance is a multidimensional construct, there are two aspects of job performance such as; task performance and contextual performance. Motowidlo (1994; 1997) posited that the job performance revealed around the dual theory of task and contextual performance (Van Scotter et al., 2000; Hakim & Fernandes, 2017). The task performance relates to the specific activities performed by the employees during the time of job under the setting standards to achieve the goals of the organization. It entirely based on the behavior of the employees towards the activities on work place (Yousaf et al., 2015). The different functions of the task performance are planning, organizing, monitoring and evaluating of the policies and their implementations for achieving the setting goals. This kind of performance has great contribution for the growth of the organization (Ayeni, 2011; Bilal et al., 2015). Contextual performance of the employees related to the individual behavior towards the organization such as; loyalty, commitment and will (Bhat & Bashir, 2016; Fernandez, 2015). The contextual performance helps the employees to make them dedicate to perform their activities with zeal and zest, it provides the effective working environment and minimize the obstacle for performing the specific tasks (De Boer et al.,

2015; Lang et al., 2012). The previous researches posited that the contextual performance revealed around the psychological and social factors which help the employees to get the desire (Uraon & Gupta, 2020).

Organizational commitment refers to the commitment of teachers towards their institution which formulate a bond between them and organization and motivate them to achieve the desired organizational performance (Amiri et al., 2013). The previous studies posited that the OC have positive association with job performance and boost the performance of the employees. From the psychological aspects OC has major contribution for the growth of the productive outcome. Organizational commitment is the best tool to engage the employees to do their activities enthusiastically according to the vision and mission for the achievements (Suliman & Iles, 2000; Wu, Liao, Hud, & low, 2011). The commitment makes the responsible to the employees for performing the various activities effectively and do their best to achieve the goals of the organization and the employees show their willingness and loyalty for the good well of the institution through high performance (Hager & Seibt, 2018). The values and broad image of the organizations make the employees committed which play a vital role for the development. Therefore, there is a positive association between commitment and performance of the employees (Rizal et al., 2014).

Work environment described the set of standard procedures, policies and practices followed by the organization use to reward and support the employees. The organizations focus to provide the supportive environment to the employees so that the desired objective can be achieved, it provides the working relationship with other colleagues on work place. The effective climate offers the work force energy to the employees which has great contribution for successful achieving the objectives of the organization (Colquitt, Noe, & Jackson, 2002). The positive attitude of the employees depends upon the supportive working environment. For this purpose, the organizations rendered the clear role and give the respect to the workers. To motivate the employees and getting the maximum output the organizations give compensation and rewards for performing the various job discrepancies with efficiently. It is a derive to do well according to the vision and for the upgradation of the institution (Ehrhart, 2004; Schneider, 2000). Moreover, team work is an important factor for the development of working environment. The higher authorities within the organization provides the professional knowledge to the employees and make them capable with competencies for doing the specific activities which enhance the performance of the employees. Therefore, the employee's performance is a major participation for the growth of the institutions (Dinc & Aydemir, 2014; Ehrhart, 2004). Thus, the effective working environment is considered as the backbone for the enhancement of performance of the employees which directly relate to the development of the organization (Ardakani et al., 2012; Jusmin et al., 2016; Zafar, Karim & Abbas, 2017).

### ***Research Hypothesis***

1. There is a significance relationship between work environment and job performance of secondary school teachers.
2. There is a significance relationship between organizational commitment and job performance of secondary school teachers.
3. There is a significance effect of work environment on job performance of secondary school teachers.
4. There is a significance effect of organizational commitment on job performance of secondary school teachers.

### **RESEARCH METHODOLOGY**

In this study organizational commitment and working environment were used as independent variables and job performance as dependent variable. Research design is a procedure which helps the researchers to provide the right direction for achieving the objectives of the study (Creswell, 2014; Raoof et al., 2021; Abdulmuhsin et al., 2021; Hameed et al., 2021; Yan et al., 2020; Nuseir et al., 2020). Therefore, for this study quantitative research based on the cross-sectional research design was administered (Asada et al., 2020; Junoh et al., 2019; Basheer et al., 2019a; Muneer et al., 2019; Basheer et al., 2019b; Basheer et al., 2018). This design handles the research problems and findings of the study appropriately. The population of current study was secondary school teachers in Kasur whereas, 237 respondents were selected as sample of this research through simple random sampling technique. The questionnaire was divided into two sections. First section comprised on the demographic variables of the respondents while second section deals with the variables of the study. The Organizational commitment questionnaire was adopted from Allen and Meyer (1990). The work environment questionnaire was adopted from Newman (1977), while job performance questionnaire was adopted from Goodman and Svyantek (1999).

Reliability is the ability of the instrument to create same information over time. To analyze the reliability of the instrument, it was conducted Cronbach's Alpha. The reliability of the instrument was shown as organizational commitment .896, work environment .924 and job performance .603 respectively. The acceptable threshold value of reliability was recommended greater than 0.7 (Cronbach, 1951). Whereas, Validity is the ability of the questionnaire content to measure what intend to be measured accurately. For this purpose, content validity was conducted to assess the items of the instrument whether they are appropriate to conduct this study. Moreover, face validity was conducted with the help of some experts in this field of study. After data collection the response of the respondents was entered in the sheets and Statistical Package for Social Sciences [SPSS] was applied to analyze the objectives of the study. It was used descriptive [Mean, Standard Deviation, Factor Loading] and inferential Statistics [Pearson Correlation and Multiple Regression Analysis].

## FINDINGS

**Table 1.** Descriptive Analysis

<b>Constructs</b>	<b>M</b>	<b>SD</b>
Affective Commitment	3.66	.96
Normative Commitment	3.51	.95
Continuance Commitment	3.73	.96
<b>Organizational Commitment</b>	<b>3.63</b>	<b>.96</b>
Role Clarity and Respect	3.75	.95
Communication and Planning	3.73	.96
Reward System and Morale	3.53	.95
Career Development and Direction	3.30	.99
Team Work and Conflict Management	3.67	.95
<b>Working Environment</b>	<b>3.59</b>	<b>.96</b>
Contextual Performance	3.73	.93
Task Performance	3.63	.97
<b>Job Performance</b>	<b>3.68</b>	<b>.95</b>

The descriptive analysis was applied in order to inspect the existing level of the teachers about organizational commitment, working environment and job performance. It found that the mean value of the constructs was organizational commitment  $M= 3.63$ ,  $SD= .96$ , working environment  $M= 3.59$ ,  $SD= .96$  and job performance  $M= 3.68$ ,  $SD= .95$  respectively. It found that all the constructs were shown moderately agree.

**Table 2.** Pearson Correlation between the Factors of Organizational Commitment and Job Performance

<b>Constructs</b>	<b>AC</b>	<b>CC</b>	<b>NC</b>	<b>JP</b>
Affective Commitment	1			
Continuance Commitment	.368(**)	1		
Normative Commitment	.489(**)	.393(**)	1	
Job Performance	.481(**)	.361(**)	.384(**)	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

In order to analyze the relationship between the factors of organizational commitment and job performance of the secondary school teachers, it was administered Pearson Correlation. It found that there was a moderate and positive correlation between affective commitment and job performance with  $r= .481$ , while between continuance commitment and job performance was also positive and moderate correlation with  $r= .361$ . Moreover, there was also positive and moderate relationship between normative commitment and job performance with  $r= .384$ . It found that all the dimensions of organizational commitment were positively associated with job performance.

**Table 3.** Pearson Correlation between the Factors of Work Environment and Job Performance

Constructs	CO	DI	IR	TS	MS	JS
Role Clarity and Respect	1					
Communication and Planning	.349(**)	1				
Reward System and Morale	.473(**)	.444(**)	1			
Career Development and Direction	.434(**)	.377(**)	.269(**)	1		
Team Work and Conflict Management	.393(**)	.328(**)	.397(**)	.382(**)	1	
Job Performance	.418(**)	.344(**)	.289(**)	.343(**)	.317(**)	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

In order to analyze the relationship between the factors of work environment and job performance of the secondary school teachers, it was administered Pearson Correlation. It found that there was a moderate and positive correlation between role clarity and respect and job performance with  $r = .418$ , while between communication and planning and job performance was also positive and moderate correlation with  $r = .344$ . Moreover, there was also positive and moderate relationship between reward system and morale and job performance with  $r = .289$  and there was also positive and moderate relationship between career development and direction and job performance with  $r = .343$  and also moderate and positive correlation found between team work and conflict management with  $r = .316(**)$ . It found that all the dimensions of work environment were positively associated with job performance.

**Table 4.** Correlation of Organizational Commitment and work environment with job performance

Constructs	OC	WE	JP
Organizational Commitment	1		
Work Environment	.393(**)	1	
Job Performance	.408(**)	.342(**)	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

In order to analyze the relationship of organizational commitment and work environment with job performance of the secondary school teachers, it was administered Pearson Correlation. It found that there was a moderate and positive correlation between organizational commitment and job performance with  $r = .408$ , while between work environment and job performance was also positive and moderate correlation with  $r = .342$ . It found that organizational commitment and work environment were positively associated with job performance.

**Table 5.** To find out the effect about the factors of organizational commitment and job performance

DV	Constructs	Std. Error	Beta	T	Sig
Job Performance	(Constant)				
	Affective Commitment	.071	.518	7.42	.00*
	Continuance Commitment	.045	.359	5.83	.00*
	Normative Commitment	.058	.246	4.84	.00*

*Dependent Variable: JP*

In order to evaluate the effect of the factors of organizational commitment on job performance among secondary school teachers, the Multiple Regression Analysis was administered. It found that there was a moderate significant effect of affective commitment on job performance with beta value of .518, there was moderate significance effect of continuance commitment on job performance with beta value of .359, there was weak effect of normative commitment on job performance with beta value of .246. It means that there was a positive and significant effect of all the dimensions of organizational commitment on job performance.

**Table 6.** To find out the effect about the dimensions of work Environment and job performance

DV	Constructs	Std. Error	Beta	T	Sig
Job Performance	(Constant)				
	Role Clarity and Respect	.075	.468	6.29	.00*
	Communication and Planning	.052	.432	8.48	.00*
	Reward System and Morale	.049	.237	4.84	.00*
	Career Development and Direction	.063	.347	5.56	.00*
	Team Work and Conflict Management	.047	.223	4.72	.00*

*Dependent Variable: JP*

In order to evaluate the effect of the factors of work environment on job performance among secondary school teachers, the Multiple Regression Analysis was conducted. It found that there was a moderate significant effect of role clarity and respect on job performance with beta value of .468, there was moderate significance effect of communication and planning on job performance with beta value of .432, there was weak effect of reward system and morale on job performance with beta value of .237. There was also moderate effect of career development and direction on job performance with beta value of .347 while there was also moderate and positive effect of team work and conflict management on job performance with beta value of .223. It means that there was a positive and significant effect of all the factors of work environment on job performance.



**Table 7.** To find out the effect of Work Environment on Job Performance

DV	Constructs	Std. Error	Beta	T	Sig
Job Performance	(Constant)				
	Organizational Commitment	.063	.375	5.85	.00*
	Work Environment	.057	.341	5.98	.00*

*Dependent Variable: JP*

In order to evaluate the effect of organizational commitment and work environment on job performance among secondary school teachers, the Multiple Regression Analysis was administered. It found that there was a moderate significant effect of organizational commitment on job performance with beta value of .375, there was also moderate significance effect of work environment on job performance with beta value of .341. It means that there was a positive and significant positive effect of organizational commitment and work environment on job performance.

## CONCLUSION

It concluded that there was a positive correlation between work environment and job performance of the secondary school teachers. Moreover, it was also positive association between organizational commitment and job performance. Furthermore, there was a positive significant effect of work environment on job performance of secondary school teachers and also positive and significant effect of organizational commitment on job performance.

## DISCUSSION AND RECOMMENDATIONS

The strategies for coming decade that are in line with government that brings into line human resource development stage with the economic production platform. It is to certify that education sector shows a practical and pivotal role in the socio-economic expansion of the country. The strategies to contrivance a practice of developing human capital that is not only proficient competent and outstanding but morally committed to making a just and independent social order. Advance quality of teaching faculty in education, evaluation and revise existing dominant system of management for accountable institutional development and academic activities. The growth of quality of secondary education weights a significant in faculty development through indigenus and ingenuities.

Keeping in view such roles, teachers who is so much involved in the execution of academic activities, while problems comprise are quite multifaceted, teachers are required to persistently improve themselves and have high performance that can be understood from the perspective of performance, both with respects to official duties. It is an obligation of the organization, such as formulating teaching materials, teaching classes, instruction academic, routine lectures; and a thesis, seminars or other activities associated with work as a teacher, steering research and community service and performance yonder role. On the behalf of the conclusions, it recommended that the further researches should be

administered to investigate the performance of the teachers with other variables. Moreover, it recommended this study may be conducted in other areas of the country and other levels of education.

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