

Organisational Commitment And Job Performance: A Study In Employee's Perception, Behaviour And Satisfaction With Special Reference To Neyveli Lignite Corporation Limited, Neyveli

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Abstract- Some research indicates the importance of comfort working in an organisation, which is expected to provide organisational commitment and job performance of the employees that can improve work effectiveness. This study aims to determine "Organisational Commitment and job performance": a study in employees' perception, behaviour and satisfaction with special reference to neyvli Lignite Corporation limited, neyveli." Exploratory research methods with data analysis techniques using Structural Equation Modelling. The number of respondents was 200 employees from neyvli Lignite Corporation limited with data collection simple random sampling. This results confirms that training, grievance and recruitment does not act as an essential predictor of satisfaction, performance and organisational commitment,. In addition, this study provides discussion, implication and conclusion

Keywords- Organisational Commitment, job performance, employees' perception, behaviour, satisfaction.

I. INTRODUCTION

Organisational commitment "Unless commitment is made, there are only promises and hopes no plans." Peter Drucker (1909- 2005). It is commitment that gets the job done. This intense dedication is more powerful than our best intentions, willpower, or circumstances. Each organisation must have the goals to be achieved this goal can be achieved by utilization of existing resources in the organisation. The management of people at work is an integral part of the management process. In today competitive world, organisations cannot perform well unless the employees in such organisations are committed and work effectively in teams. It good to have faithful employees who do their job tasks independently; however, this is not enough. Employees nowadays have to work together in terms and have to prove that they are worth being part of these organisations. They also want to be part of a successful organisation which provides a

good income and good opportunities of growth and development.

Organisational commitment

Cohen (2003, p xi) states that "commitment is a force that binds an individual to a course of action of relevance to one or more targets". This general description of commitment relates to the definition of organisational commitment by Arnold (2005, p 625) namely that it is "the relative strength of an individual's identification with and involvement in an organisation".

Affective commitment development involves identification and internalisation (Beck & Wilson, 2000). Individuals' affective attachment to their organisations is firstly based on identification with the desire to establish a rewarding relationship with an organisation. Meyer and Allen (1997) define continuance commitment as "awareness of the costs associated with leaving the organisation". Wiener and Vardi (1980, p 86) describe normative commitment as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organisation".

Job Satisfaction

It is a positive feeling towards one's job. In the works of Newsstrom (2007), "Job Satisfaction is a set of favourable or unfavourable feelings and emotions with which employees' view their work". An employee's interpretation of values may vary regarding satisfaction or dissatisfaction. It is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. It can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction has been linked to many variables, including productivity, absenteeism, turnover, etc. It is significant

because a person's attitude and beliefs may affect his or her behaviour.

Employee Perception

“Perception is the process through which the information from outside environment is selected, received, organised and interpreted to make it meaningful to you. This input of meaningful information results in decisions and actions.”

- (i) Perception is very important in understanding the human behaviour, because every person perceives the world and approaches the life problems differently- Whatever we see or feel is not necessarily the same as it really is. It is because what we hear is not what is really said, but what we perceive as being said. When we buy something, it is not because it is the best, but because we take it to be the best. Thus, it is because of perception, we can find out why one individual finds a job satisfying while another one may not be satisfied with it.
- (ii) If people behave on the basis of their perception, we can predict their behaviour in the changed circumstances by understanding their present perception of the environment. One person may be viewing the facts in one way which may be different from the facts as seen by another viewer.
- (iii) With the help of perception, the needs of various people can be determined, because people's perception is influenced by their needs. Like the mirrors at an amusement park, they distort the world in relation to their tensions.
- (iv) Perception is very important for the manager who wants to avoid making errors when dealing with people and events in the work setting. This problem is made more complicated by the fact that different people perceive the same situation differently. In order to deal with the subordinates effectively, the managers must understand their perceptions properly.

With experience, organisms can learn to make finer perceptual distinctions, and learn new kinds of categorization. Wine-tasting, the reading of X-ray images and music appreciation are applications of this process in the human sphere. Research has focused on the relation of this to other kinds of learning, and whether it takes place in peripheral sensory systems or in the brain's processing of sense information. Empirical research show that specific practices (such as yoga, mindfulness, Tai Chi, meditation, Daoshi and other mind-body disciplines) can modify human perceptual modality. Specifically, these practices enable perception skills to switch from the external (exteroceptive field) towards a

higher ability to focus on internal signals (proprioception). Also, when asked to provide verticality judgments, highly self-transcendent yoga practitioners were significantly less influenced by a misleading visual context. Increasing self-transcendence may enable yoga practitioners to optimize verticality judgment tasks by relying more on internal (vestibular and proprioceptive) signals coming from their own body, rather than on exteroceptive, visual cue

Recruitment

In personnel recruitment, management tries to do far more than merely fill job openings. As a routine the formula for personnel recruitment would be simple i.e., just fill the job with any applicant who comes along.

- 1) Searching out the sources from where required persons will be available for recruitment. If young managers are to be recruited then institutions imparting instructions in business administration will be the best source.
- 2) Developing the techniques to attract the suitable candidates. The goodwill and reputation of an organisation in the market may be one method. The publicity about the company being a professional employer may also assist in stimulating candidates to apply.
- 3) Using of good techniques to attract prospective candidates. There may be offers of attractive salaries, proper facilities for development, etc.

Training

Dale S. Beach defines training as ‘the organized procedure by which people learn knowledge and/or skill for a definite purpose’. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

Types of training

Induction training: Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization. **Job instruction training:** This training provides an overview about the job and experienced trainers demonstrates the entire job. **Addition training** is offered to employees after evaluating their performance if necessary. **Vestibule training:** It is the training on actual work to be done by an employee but conducted away

from the work place. Refresher training This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee. Apprenticeship training: Apprentice is a worker who spends a prescribed period of time under a supervisor.

Grievance

Law: (1) Injury, injustice, or wrong that affords reason for resistance or a formal expression as a complaint. (2) The complaint itself. HR: Specific complaint or formal notice of employee dissatisfaction related to adequacy of pay, job requirements, work conditions, other aspects of employment, or an alleged violation of a collective bargaining agreement.

Job performance

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables

The first factor is task specific behaviours which include those behaviours that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another. On the other hand, non-task specific behaviours, the second factor, are those behaviours which an individual is required to undertake which do not pertain only to a particular job. Returning to the sales person, an example of a task specific behaviour would be showing a product to a potential customer. A non-task specific behaviour of a sales person might be training new staff members. Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. Employees need to make formal and informal oral and written presentations to various audiences in many different jobs in the work force. An individual's performance can also be assessed in terms of effort, either day to day, or when there are extraordinary circumstances. This factor reflects the degree to which people commit themselves to job tasks.

II. REVIEW OF LITERATURE

Selma KALKAVAN and Alev KATRİNLİ, et.al. (2014) he said , “The ultimate objective of this study was to find out the views of the employees working in the insurance industry in Turkey about coaching, whether the managers they report to have received training in coaching, the effects of the managerial coaching behaviour on the job satisfaction, the role clarity, career commitment, job performance and organizational commitment”.

Mohamed Madi, Dr. Ismael Abu-Jarad, Ali H. M. Alqahtani, et, al.(2012), “The purpose of this study was to investigate the relationship between employees’ perception and organizational commitment. Based on responses from 127 respondents, it is shown that there is a positive relationship between three dimensions of employees’ perception including perceived job satisfaction, perceived job characteristics and perceived organizational characteristics and affective commitment. Moreover, the results found that among four dimensions of employee perceptions only perceived job satisfaction has a significant relationship with continuous commitment. In addition, the results indicated that two dimensions of employee perceptions are positively and significantly related to normative commitment, which is role perception and perceived organizational characteristics”.

Mehmet Sahin and BÜSRA et al., (2015), they revealed, “that employees that can establish strong ties with their organizations could maintain their permanence in organization. As known, permanent commitment is related to employees’ being aware of the cost for leaving the organization and its results. Moreover, it was determined in analysis results that employees experiencing high level of job satisfaction in their organization presented higher commitment towards their organization. In this sense, if environments that will provide job satisfaction are created for employees, commitment towards organization can be mentioned to increase”.

L.C. Tan and Chong M. Lau et.al. (2012), “These results therefore suggest that organisational commitment can be affected by the use of nonfinancial measures. However, these effects are mainly due to employees who perceive the use of nonfinancial measures to evaluate their performance as fair and hence are satisfied with their jobs. Higher job satisfaction in turn leads to higher level of organisational commitment.”

Radebe and M. Dhurup et. al. (2016), they said, because of employees experienced normative commitment; they tended to display organisational citizenship behaviours. In work domains where employees are treated fairly, get along, understand each other, show respect and work in

harmony, research evidence shows that higher levels of organisational commitment eventually result in higher organisational citizenship behaviours”.

III. RESEARCH METHODOLOGY

Research methodology is a way of systematically solve the research problem. It explains various steps that are generally adopted by the research in studying the research problems along with logic behind them. Research is essentially a systematic enquiry seeking facts through objective verifiable methods in order to discover the relationship among them and to deduce from the board principals or laws it is really a method of critical thinking, it comprise defining and redefining problems, suggestion solution, collecting, organizing and evaluating data making deduction and making conclusion.

Theoretical Framework

This study explains that Recruitment, training and grievance is being used as dependent variable whereas three independent variables such as organisational commitment, job performance , perception and job satisfaction are also being used in this research to check the relationship among them

Method of data collection

Data collection is in many ways more of an art than a science. Sometimes the data are available readily in one form or the other and sometimes they are to be collected a fresh. The two important external source of data collection method for research are,

- Primary source of data
- Secondary source of data

Population

Population used for the study/research was all *NEYVLI LIGNITE CORPORATION LIMITED, NEYVELI*

Sample Design

Sampling is a means of selecting a subset of units from a target population for the purpose of collecting information. This information is used to draw inferences about the population as a whole. The subset of units that are selected is called a sample. The sample design encompasses all aspects of how to group units on the frame, determine the sample size, allocate the sample to the various classifications of frame

units, and finally, select the sample. Choices in sample design are influenced by many factors, including the desired level of precision and detail of the information to be produced, the availability of appropriate sampling frames, the availability of suitable auxiliary variables for stratification and sample selection, the estimation methods that will be used and the available budget in terms of time and resource.

Sample

A convenient sampling technique was used to distribute 200 survey questionnaires to employees in the organization. This sampling technique was chosen because the list of registered employees in the organization was not given to the researchers for confidential reasons, and this condition did not allow the researchers to randomly select participants from the total number, 55 usable questionnaires were returned to the researchers, yielding a 46 percent response rate. The survey questionnaires were answered by participants based on their consent. This figure exceeds the minimum sample of 30 participants as required by probability sampling technique, showing that it can be analyzed using inferential statistics.

Tools used

For the evaluation and examination of primary data of this, research that was generated through a questionnaire, the Statistical Package for Social Sciences.20(SPSS) systematic computer software was used in AMOS - Structural Equation Model and it gave accurate results regarding the data.

IV. DATA ANALYSIS

STRUCTURAL EQUATION MODEL (SEM) ON ORGANISATIONAL COMMITMENT AND JOB PERFORMANCE OF THE EMPLOYEES.

Introduction of SEM

Structural equation modelling is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is the combination of factor analysis and multiple regression analysis, and it is used to analyze the structural relationship between measured variables and latent constructs. This method is preferred by the researcher because it estimates the multiple and interrelated dependence in a single analysis. In this analysis, two types of variables are used endogenous variables and exogenous variable. Endogenous variables are equivalent to dependent variables and are equal to the independent variable.

The variables used in the structural equation model are

I. Observed, endogenous variables

1. Performance
2. Satisfaction
3. Organisation Commitment

II. Observed, exogenous variable

1. Training
2. Grievance
3. Recruitment

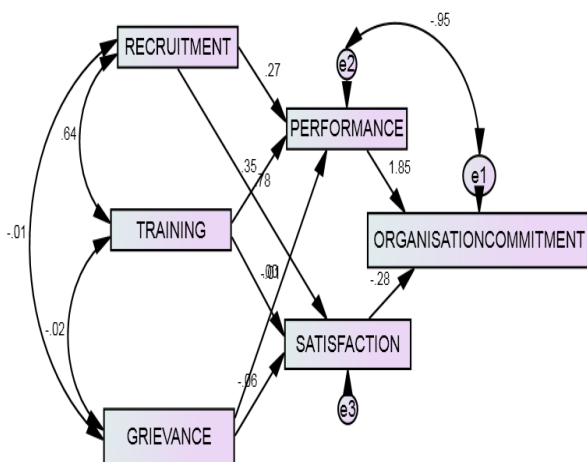
III. Unobserved, exogenous variables

1. Error term for e1
2. Error term for e2
3. Error term for e3

Hence number of variables in the SEM is

Number of variables in your model	9
Number of observed variables	6
Number of unobserved variables	3
Number of exogenous variables	6
Number of endogenous variables	3

STANDARDISED ESTIMATION



IBMAMOS 22

Regression Weights		unstandardised	S.E.	standardised	C.R.	P
Performance <-- Recruitment		.282	.028	.266	10.128	***
Satisfaction <-- training		-.008	.028	-.012	-.288	.774
Satisfaction <-- grievance		-.101	.052	-.061	-1.947	.052
Performance <-- training		.323	.028	.351	11.429	***
Satisfaction <-- recruitment		.615	.032	.782	19.011	***
Performance <-- grievance		.003	.028	.001	.093	.926
Organisation commitment <-- performance		1.763	.143	1.852	12.314	***
Organisation commitment <-- satisfaction		-.353	.048	-.276	-7.303	***

Here, the coefficient of is **Recruitment** .282 represent the partial effect of performance on recruitment holding the other variables as constant. The estimated positive sign implies that such effect is positive that **performance** would increase in recruitment and this coefficient value is significant at 1% level. The co- efficient of is **training** - .008 represent the partial effect of, **Satisfaction** holding the other variables as constant. The estimated negative sign implies that such effect is negative that satisfaction would decrease in training and this coefficient value is insignificant at 1% level. The co- efficient of is **grievance**- .101 represent the partial effect of, **Satisfaction** on grievance holding the other variables as constant. The estimated negative sign implies that such effect is negative that satisfaction would decrease in grievance and this coefficient value is insignificant at 1% level. The coefficient of is **training** .323 represent the partial effect of performance on training holding the other variables as constant. The estimated positive sign implies that such effect is positive that performance would increase in recruitment and this coefficient value is significant at 1% level. The coefficient of is **Recruitment** .615 represent the partial effect of satisfaction on recruitment holding the other variables as constant. The estimated positive sign implies that such effect is positive that satisfaction would increase in recruitment and this coefficient value is significant at 1% level. The coefficient of is **grievance** .003 represent the partial effect of, **performance on grievance** holding the other variables as constant. The estimated negative sign implies that such effect is negative that **performance** would decrease in grievance and this coefficient value is insignificant at 1% level. The coefficient of is **performance** 1.763 represent the partial effect of organisation commitment on performance holding the other variables as constant. The estimated positive sign implies that such effect is positive that organisation commitment would increase in performance and this coefficient value is significant at 1% level. The coefficient of is **Satisfaction** -.353 represent the partial effect of organisation commitment on Satisfaction holding the other variables as constant. The estimated positive sign implies that

such effect is positive that organisation commitment would increase in **Satisfaction** and this coefficient value is significant at 1% level.

Model fit summary of Structural Equation Model

Indices	Value	Suggested value
Chi-square value	2.735	-
P value	.000	> 0.05 (Hair et al.,1998)
GFI	.998	> 0.90 (Hu and Bentler,1999)
AGFI	.984	> 0.90 (Hair et al., 2006)
CFI	1.000	> 0.90 (Daire et al., 2008)
RMR	.190	<0.08 (Hair et al., 2006)
RMSEA	.000	<0.08 (Hair et al., 2006)

From the above table it is found that the calculated P value is 0.000 which is greater than 0.05 which indicates perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 1.000 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) is 0.190 and RMSEA (Root Mean Square Error of Approximation) value is 0.000 which is less than 0.08 which indicated it is perfectly fit.

V. DISCUSSION

This study demonstrates that does not act as an important predictor of organisational commitment, job performance, and employee satisfaction. While in the organisation the recruitment does cat as an important predictor of organisational commitment and job performance in the organisational sample. In the context of this study, the majority respondents perceive that the levels of recruitment, training, grievance, satisfaction, job performance and organisational commitment are high. This situation posits that managers have put a greater endeavour to plan and manage the progression of employee recruitment paths, but it may not be able to develop employee's satisfaction and organisational commitment. Equally, many hard work made to rightfully manage the progression of the employees paths have improved employees satisfaction and organisational commitment in the organisation

VI. CONCLUSION

This study suggested a conceptual frame work based on the organisational commitment literature. The instrument used in this study met the acceptable standards of validity and reliability analyses, the result of the SEM model analysis showed that recruitment, training and grievance significantly

correlated with job performance, job satisfaction and organisational commitment. The systematic review of the unstructured interview results shows that the findings may be affected by the two factors recruitment and grievance that the majority respondents feel that they have not received clear information job performance, job satisfaction and organisational commitment have often changed when new leaders appointed to hold senior management position in the organisation. Further , this research proposes that the willingness of management to plan on based on employees needs and expectations of the employees outcomes of the employees organisational commitment should be increased.

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