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## The Impact of Organizational Commitment on Employee Performance in Jordanian Public Universities

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### Abstract

This study aimed to identify the impact of organizational commitment on the performance of employees in Jordanian public universities. The study used quantitative research to test the theory and draw conclusions. There are countless reasons for choosing the quantitative methodology. In a simple random sample, the study sample size is 375, and each member of the population has an equal probability of being chosen. The results showed that there is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of organizational commitment on employee performance in Jordanian universities. The study concluded with several recommendations, including the working on implementing training programs for officials to develop their skills and knowledge about organizational commitment and its benefits and impact on both the university and employees, and promoting a culture of organizational commitment and belonging to work, which in turn increases the faith of university employees through seminars and workshops, so that its focus is strengthening positive employee practices.

**Keyword:** Organizational Commitment, Employee Performance, Jordanian Public Universities

### Introduction

The recent developments inside and outside work have raised many research questions about the behavior of workers in organizations, especially with the intensification of competition and the complexity of job tasks (Appelbaum, 2013). Organizations seek to meet such challenges by paying attention to the employees and their directional and voluntary behavioral outputs that go beyond the official role required to be performed. As employees have become the main source through which the organization can achieve the best results compared to other sources (Eisenberger et al., 2016).

Organizations always seek to improve the performance of their employees, which is considered a cornerstone of the efficiency and effectiveness of organizations through training and motivating them Rexhepi & Berisha (2017), and launching digital training programs aimed at building highly efficient administrative and leadership capabilities of technological human cadres and thus achieving its vision of benefiting all individuals and business institutions from communication Electronically with the authorities that seek to provide more transparent and effective services (AlShehhi et al., 2020).

Achieving the goals of organizations depends largely on the performance of the employees and their commitment to their jobs (Bandura, 2012). This is achieved through the relationship of employees with the organization in which they work, because of their awareness of the dimensions of the support they receive from it (Gopinath, 2020). This support is the embodiment of employees' perceptions of the organization's concern for their well-being, level, and its desire to assist them when their work is accurate and impactful. As well as providing suitable working conditions for their work (Manzoor, 2012; Ariani, 2013; Nica, 2016).

Accordingly, both organizations and supervisors should be prepared to obtain employee commitment, which affects their performance in the workplace. From the above, the organizational culture can be reflected through training or qualifying employees according to the requirements of its development plans, or by employing candidates with capabilities and skills that are compatible with the organization's goals (Sigler & Pearson, 2000; Tsai, 2011). Thus, different universities have set goals that employees are working to achieve. The Department has therefore identified the daily duties and responsibilities of staff as the idea of performance addresses the implementation of the goals achieved and how to achieve them (Armstrong & Baron, 2000).

Organizational commitment is the bond that an individual has with his/ her organization (Juaneda-Ayensa et al., 2017). It is postulated that the commitment is usually conceptualized as an affective connection to the organization for it to be considered significant by the individual for them to be willing to exert their efforts towards the organization (Farrukh et al., 2017).

The issue of low performance among academic staff in public universities in Jordan is of importance and high priority as Jordanian universities are playing a vital role in the Jordanian development and the performance of the society. The public universities in Jordan is one of the backbones of the society in Jordan, as Jordan depends on not its exports, but on its human power, engineers, medical staff, graduates of so many types and fields. The effect of these universities on the society is great and huge, thus low performance of its staff mean direct and grave effect on the society (Shdefat, 2022).

Therefore, the main question of the study was: "**What is the impact of organizational commitment on the performance of employees in Jordanian public universities?**".

### **1. Literature Review and Hypotheses Development**

#### **- Employee Performance**

Business owners need employees who are able to get the job done, because worker performance is critical to the overall success of the company. Business leaders also need to understand the key benefits of worker performance so that they can develop consistent and objective methods for evaluating employees. Doing so helps identify potential strengths, weaknesses, and management gaps in the business organization, and it also helps business leaders identify performance levels for each employee (Rodriguez & Walters, 2017).

Performance is the main focus of managers' efforts. One of the organization objectives, timeliness, quality, and quantity of production, is related to performance, attendance/presence on the job, work productivity, and work effectiveness (Sal & Raja, 2016). Employee performance is defined as completing a task according to the organization's requirements or supervisor, and it is measured against specified appropriate standards while using the right resources effectively and efficiently in a changing setting (Rodriguez & Walters, 2017). Employee conduct is related to performance; it is not about job results or what the employee produces (Aima et al., 2017).

Companies have understood that in order to thrive in a market environment that is always changing, they must generate distinctive dynamic features that support their competitive advantages. As a result, they are concentrating on exploiting their human resources, especially employee performance, as a source of competitive advantage (Diamantidis & Chatzoglou, 2018).

#### - **Organizational Commitment**

Organizational commitment is the bond that an individual has with his/ her organization (Juaneda-Ayensa et al., 2017). It is postulated that the commitment is usually conceptualized as an affective connection to the organization for it to be considered significant by the individual for them to be willing to exert their efforts towards the organization (Farrukhet al., 2017).

Many management researchers discussed the concept of organizational commitment in their literature, as each researcher defined it from his own point of view and with different orientations and interests, where he (Jabri & Ghazzawi, 2019) defined it as: an individual, social, and psychological connection to the organization, which includes employment, participation, and loyalty to the mission or goals of the job or profession, and the individual's willingness to work for the organization. Al-Bourini et al (2020) sees that organizational commitment is the employee's attachment to the organization and the convergence of his goals increasingly over time, and this means that the more individuals who serve in the organization, the more connected he is with it.

##### ● **Affective commitment**

Affective commitment refers to the degree of loyalty to the company that an employee has. It is the workers' emotional connection and a desire to commit to the organization. According to Allen and Meyer (1996), employees with high affective commitment demonstrate identity and emotional connection to the organization through their participation. This is the highest level of commitment the organization is most in demand (Loo et al., 2017).

Affective commitment is defined as the affective desire on the part of individuals employed in an organization to continue to work in the organization as a result of identifying themselves with the organization (Yavuz, 2010). Others see that it means an emotional bond of an employee towards his company as well as his identification with it. In these cases, commitment is based upon positive emotions such as joy or pride (Sub & Kleiner, 2010). While (Udechukwa, 2006) see that it refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so.

##### ● **Continuous Commitment**

Continuous commitment stands for the perceived costs of separation from the organization (Allen & Meyer, 1996). As a result, continued commitment is also known as a computational commitment (Devece et al., 2016). Also, continuous commitment can be defined as a process in which employees are "closed" to the organization as a result of costs incurred when they leave, such as seniority, the pension fund, etc. (Loo et al., 2017).

Continuous commitment refers to the strength of the individual's desire to stay in a particular organization because he believes that leaving it will cost him a lot (Murray & Holmes, 2021). The continuous commitment is related to the side bet and refers to the strong need of the individual to work in the institution because he cannot bear the burdens of living in another

way (Bhatti et al., 2019). The continuing commitment is based on the individual's commitment to remain in the organization as long as it achieves benefits, that is, the orientation of the benefits that the individual obtains from his current work and how these benefits may be affected if the individual leaves the organization (Hendri, 2019).

- Normative commitment

The presumed duty of workers to remain engaged in the organization represents a normative commitment. This is due to the desire to reciprocate corporate commitment and the effect of socialization in terms of the organization's adherence to cultural standards. Normative commitment focuses on social obligations such as "right to do" and focuses on workers' adherence to corporate goals (Allen & Meyer, 1996; Loo et al., 2017).

It refers to the employee's sense of obligation to remain with the organization, and the organization's feeling of good support for its employees, allowing them to participate, and positive interaction not only improves procedures and work implementation, but also contributes to setting goals and plans and formulating general policies for the organization (Harini et al., 2022).

Normative commitment is based on duties, values, and the degree to which an employee remains in the organization out of a sense of obligation (Ahmad, 2018). There are times in small businesses, when salaries are delayed, employees have to suffer salary cuts or wage deferrals, but they keep working, because they don't want to leave their employer during these tough times (Oh & Sawang, 2021). Normative commitment comes from a sense of moral duty and the value system of the individual. It can be the result of emotional commitment or of workplace socialization and commitment to coworkers.

- **Organizational commitment and Employee's performance**

The individual in the organization, whenever his goals coincide with the goals of the organization, generates a strong desire to maintain his work and exerts the highest levels of effort to stay in it. This is evident in his performance and in the way he carries out the tasks required of him at work. Organizational commitment increases the individual's attachment to his work and reduces negative behaviors such as neglect and negligence at work, absence, and leaving work (Gangai & Agrawal, 2015).

Previous literature supports the relationship between organizational commitment and employee performance. For example, Devece et al (2016) explained the relationship between the aspects of organizational commitment and their individual impact on employee behavior. They found that affective, normative, and continuance have a significant effect on employee behavior. In the same line, Al Zefeiti and Mohamad (2017) examined the relationship between organizational commitment and employee work performance of Omani governmental organizations. According to the findings, all organizational commitment dimensions (affective, normative, and continuance) have a substantial effect on job performance dimensions, contextual, and task performance. Singh & Bhardwaj (2017) found a strong relationship between affective, normative and continuance among middle management in a knowledge-based workforce.

Renyut et al (2017) demonstrate the impact of organizational commitment on employee performance in the context of the Maluku Governor's Office. Statistical results showed that organizational commitment predicts the employee's performance. Similarly, Kawiana, Dewi, Martini, and Suardana (2018) found that organizational commitment positively impacts employee performance. While Loan (2020) reported that organizational commitment has a



positive impact on job performance; Organizational commitment had a positive effect on job satisfaction; Job satisfaction had a positive effect on job performance when organizational commitment was controlled for. The strength of the relationship between organizational commitment and job performance was significantly reduced when job satisfaction was added to the model, indicating the mediating role of job satisfaction.

Based on the above, the following hypotheses can be reached:

H1: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of organizational commitment on employee performance in Jordanian universities".

H1.1: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of affective commitment on employee performance in Jordanian universities".

H1.2: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of normative commitment on employee performance in Jordanian universities".

H1.3: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of continuous commitment on employee performance in Jordanian universities".

## **2. Research Methodology**

The study used quantitative research to test the theory and draw conclusions. There are countless reasons for choosing the quantitative methodology. First, the research problem was aimed at examining causal relationships and aggregating research findings with descriptive and inferential statistics (Creswell & Clark, 2017; Haq, 2015). Second, quantitative research is believed to be the most powerful tool for shaping strategic organizational decisions. Third, there is a natural relationship between organizational commitment and employee performance that does not need to be manipulated or realized in qualitative design. Fourth, in quantitative approaches, independent examination of items in the data collection and analysis process contributes to objective outcomes, which the current study aims to achieve. Finally, quantitative design acts as a data compressor, enabling researchers to see the big picture and test the research paradigm.

Population, according to Barreiro and Albandoz (2001), is the totality of all items, which can include people, groups, organizations, and other things. Yates (1953) also noted that the total number of individuals, groups, or objects of interest to the researcher. All employees of Jordan's public universities' administrative bodies make up the study's target population. There are 15,500 administrative staff members employed by Jordanian public universities, according to the annual statistical report for the year 2018-2019 published by the Ministry of Higher Education and Scientific Research (Ministry of Higher Education, 2018-2019).

The researcher divides the countable population into subgroups using the proportionate sample technique, with each university representing a different subgroup. Simple random sampling is used after division. In a simple random sample, our sample size is 375, and each member of the population has an equal probability of being chosen. Face-to-face distribution of a questionnaire took place in various university locations, including departments, administrative centers, units, and so forth. Additionally, with this technique, the sampling frame includes the complete population from which the sample is drawn after all replies have been received. This method is preferable in this case because it accurately represents the population and gives each applicant a chance to be chosen. Additionally, it is simple to use; hence, this sampling method is selected in this case.

### 3. Study Instrument Stability Test

The stability tests aim to verify the level of consistency and interdependence between the paragraphs of the study tool, using Cronbach's Alpha Test and relying on the values of (Cronbach's Alpha Coefficient), whose value ranges between (0-1), where stability is classified according to the values of This coefficient is divided into three levels, namely (Sekaran & Bougie, 2016), and table (1) shows the values of the stability coefficients of the study tool as follows

Table 1  
Study Tool Stability Level

Variables	Alpha value
affective commitment	0.806
normative commitment	0.850
continuous commitment	0.849
organizational commitment	0.864
employee performance	0.882
The Tool as a Whole	0.840

Table No. 1 makes it clear that the values of the study's dimensions and variables' Cronbach's internal consistency coefficient alpha were acceptable because they ranged from (0.806 to 0.882), and all of these values are satisfactory. Giving the study sample's responses sufficient internal consistency with the phrases in each study field, indicating the stability of the variables and their internal consistency within the scale.

### Results

This part of the study aims to present the results of the hypothesis test, which shows the nature of the relationship and impact between the study variables, based on the analytical statistical measures of the analysis of linear and gradual regression, as follows:

H1: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of organizational commitment on employee performance in Jordanian universities".

Table 2  
*Results of regression analysis of the main hypothesis*

D.V	Model Summery		ANOVA		Coefficients				
	R	R <sup>2</sup>	F	Sig F*	variable	B	standard error	T	Sig T*
Employee Performance	0.701	0.492	98.764	0.000	Affective Commitment	0.345	0.061	5.680	0.000
					Normative Commitment	0.376	0.056	6.734	0.000
					Continuous Commitment	0.136	0.068	1.988	0.048

"\*The effect is statistically significant at the level ( $\alpha \leq 0.05$ )"

Table 2 shows a positive statistical impact of organizational commitment on employee performance in Jordanian universities, where the value has been attained. (R = 0.701) it is statistically is true, where F calculated value is (98.764), with a level of Sig = 0.000, which is

less than 0.05, as can be seen from the table that the value of the determination coefficient ( $R^2 = 492$ ), meaning that the percentage (49.2%) of variation in "organizational commitment" is interpreted (employee performance).

The transaction table shows that the value of B at the "Affective Commitment" is 0.345 and the value of t is 5.680, with a level of indication (Sig = 0.000), which indicates the moral effect of the dimension. The value of B at the "Normal Commitment" was 0.376 and the value of t was 6.734, with a level of significance (Sig = 0.000), indicating the moral effect of the dimension. The value of B after "Continuous Commitment" was 0.136 and the value of t was 1.988, with a level of significance (Sig = 0.048), indicating the moral effect of the dimension. According to Gangai & Agrawal (2015), whenever the employee's goals are in line with the goals of the organization, he generates a strong desire to maintain his work and exerts the highest levels of effort to stay in it. This is evident in his performance and the way he performs the tasks required of him at work. Organizational commitment increases the individual's attachment to his work and reduces negative behaviors such as carelessness, negligence at work, absenteeism, and leaving work. Renyut et al (2017) demonstrate the impact of organizational commitment on employee performance in the context of the Maluku Governor's Office. Statistical results showed that organizational commitment predicts employee performance. Similarly et al (2018) found that organizational commitment positively affects employee performance. While Loan (2020) reported that organizational compliance has a positive impact on job performance; Organizational commitment had a positive effect on job satisfaction; Job satisfaction had a positive effect on job performance when organizational commitment was controlled.

The following is a test of the sub-hypotheses from this hypothesis

H1.1: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of affective commitment on employee performance in Jordanian universities".

H1.2: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of normative commitment on employee performance in Jordanian universities".

H1.3: "There is a statistically significant effect at level ( $\alpha \leq 0.05$ ) of continuous commitment on employee performance in Jordanian universities".

Table 3

*Results of a simple regression analysis of sub-hypotheses*

I.V	Model Summery		ANOVA		Coefficients			
	R	R <sup>2</sup>	F	Sig F*	B	standard error	T	Sig T*
Affective Commitment	0.689	0.478	94.587	0.000	0.681	0.049	12.214	0.000
Normative Commitment	0.608	0.358	78.694	0.000	0.608	0.038	11.654	0.000
Continuous Commitment	0.696	0.484	89.325	0.000	0.641	0.042	15.016	0.000

"\*The effect is statistically significant at the level ( $\alpha \leq 0.05$ )"

Table 3 shows a positive statistical impact of affective commitment on employment performance in Jordanian Unities, where the value of (R = 0.689) is statistically significant,



with F calculated value being (94.587), with a level of Sig = 0.000 below 0.05, as shown in the table, the value of the determination factor ( $R^2 = 478$ ), meaning that the ratio (47.8%) of variation in "affective commitment" is interpreted (employee performance), and it appears from the transaction table that the value of B is (0.681) and the value of t is (12.214), at the level of "Sig = 0.000", this indicates the moral effect of the dimension.

It is also evident that there is a positive statistical effect of normative commitment on employment performance in Jordanian Unities, where the value has reached ( $R = 0.608$ ) is statistically significant, with F calculated value being (78.694), with a level of Sig = 0.000 below 0.05, as shown in the table, the value of the determination factor ( $R^2 = 358$ ), meaning that the ratio (35.8%) of variation in "normative commitment" is interpreted (employee performance), and it appears from the transaction table that the value of B is (0.523) and the value of t is (11.654), at the level of "Sig = 0.000", this indicates the moral effect of the dimension.

It is also evident that there is a positive statistical effect of continuous commitment on employment performance in Jordanian Unities, where the value has reached ( $R = 0.696$ ) is statistically significant, with F calculated value being (89.325), with a level of Sig = 0.000, which is less than 0.05, as can be seen from the table that the value of the determination coefficient ( $R^2 = 484$ ), meaning that the ratio (48.4%) of variation in "continuous commitment" is interpreted (employee performance), and it appears from the transaction table that the value of B is (0.641) and the value of t is (15.016), at the level of "Sig = 0.000", this indicates the moral effect of the dimension. This finding has been supported by a number of studies, for example, Devece et al. (2016) explained the relationship between aspects of organizational commitment and their individual impact on employee behavior. They find that emotionality, normativity, and continuity have a significant impact on employee behavior. In the same context, Al Zefeiti and Mohamad (2017) studied the relationship between organizational commitment and employee work performance in Omani government organizations. According to the results, all dimensions of organizational commitment (emotional, normative, and continuity) have a significant impact on the dimensions of job performance, context, and task performance.

## Conclusion

The subject area of this research is to study the impact of organizational commitment on employee performance. This research explores the mediating effect of organizational culture on the relationship between organizational commitment and organizational support towards employee performance in Jordanian universities. Employees represent the success of the university because they help the university improve and gain a competitive advantage.

The results of the study will help the management of the Governmental University of Jordan prepare for establishing and implementing an effective and productive organizational commitment and support, which will contribute to improving employee performance. Researchers and academics may find the results of this study useful in understanding how organizational commitment affects employee performance.

Other researchers, who may need a reference for information on the role of organizational commitment and employee performance, can benefit from the ability to analyze previous approaches to address closely related management problems and reform their studies in university management. Furthermore, they may be able to identify conceptual errors, faulty conclusions, or even management issues that were not properly addressed by the objectives and designs.

The study concluded with several recommendations, including the working on implementing training programs for officials to develop their skills and knowledge about organizational commitment and its benefits and impact on both the university and employees, and promoting a culture of organizational commitment and belonging to work, which in turn increases the faith of university employees through seminars and workshops, so that its focus is strengthening positive employee practices. It is also important to develop the skills of individuals and the creative thinking skills of workers to develop work and accomplish it with the least amount of time, effort, and cost. In addition, management should pay attention to promoting and developing positive attitudes among workers in order to increase knowledge of and commitment to job requirements. opening adequate and fair training opportunities for all employees to develop their emotional commitment and increase their attachment to their institutions. The administration's realization that it could assign expertise and competencies by making the right man in the right place contribute to the effective completion of the work and develop the overall performance of the university

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