

# Relationship Study on Organizational Commitment, Job Satisfaction and Job Performance among Nurses

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## Abstract

*Organizational Commitment, without which an employee cannot contribute to the organization is the most researched concept and influences the efficiency and effectiveness of the organization. This paper brings out the relationship between organizational Commitment and Job Performance among Nurses. The Research design was descriptive and the study was conducted among Nurses. Correlation coefficient was used to determine to what extent the variables Organizational Commitment and Job Performance were related. The findings were given based on the analysis.*

*Keywords: Organizational Commitment, Job Performance, Nurses, Effectiveness*

## 1. Introduction

Commitment was viewed as a nature to engage in maintaining the relationship with the organization and this is due to “side bets” which refers to the value an employee has invested (Becker, 1960). Since 1960, organizational commitment has interested many psychologists for research. As a result many theories were propounded such as One-side-bet theory, Affective Dependency theory which viewed commitment as the influence of both economic factors and attitude (O'Reilly & Chatman, 1986). Out of attitude and economic factors, the former was given more importance in affective dependency theory (Zheng WeiBo, Sharan Kaur and Wei Jun, 2010). The four Component model of Cohen (2007) contributed to Organizational Commitment by studying commitment before and after entry into the organization and attachment bases which either instrumental or psychological. Commitment is the psychological state of an individual as it determines whether to continue their services with the current organization (Meyer et al., 1990). It involves three components Affective Commitment, Continuance and Normative Commitment. All the three components were treated as a different entity and their impact and the experiences on job performance too varies (Meyer et al., 1990). The quality of work where an employee is vital for the success of the organization and Job performance is the term to judge the quality of service (Caillier, 2010). Many studies revealed the relationship between Commitment and Job satisfaction, significant studies were found to analyse the relationship between Organizational Commitment and Job Performance. The performance of the employees are often evaluated by their superior and it is closely related to job satisfaction. Contextual performance and Job Performance were considered to be the important dimensions of behaviour towards workplace effectiveness (EminKahya, 2009). The theoretical model is proposed below:

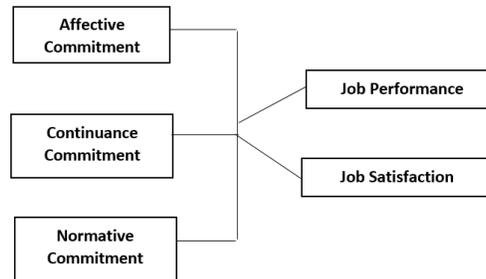


Figure 1 : Theoretical Model

## 2. Objectives

The study was undertaken to find out the relationship between Organizational Commitment and Job Performance, Job Satisfaction among Nurses.

## 3. Method

Research design used is Descriptive to understand the concept under study and it was conducted among Nurses serving NABH accredited Hospitals. Primary data was collected by distributing Questionnaire to 100 Nurses. The data collected were analysed using SPSS and Pearson Correlation was used to determine the relationship between Organizational Commitment and Job Performance.

### Analysis

Factors of Organizational Commitment	Job Performance
Affective Commitment	.631**
Continuance Commitment	-.456**
Normative Commitment	.508**
Overall Organizational Commitment	.413**

Table 1 : Correlation analysis (Factors of Organizational Commitment and Job Performance)

The correlation coefficient between Affective Commitment and Job Performance is 0.631, which indicate  $(0.631^2 = 0.398)$  39.8 percentage positive relationships between Affective Commitment and Job Performance and is significant at 1% level. The correlation coefficient between Continuance Commitment and Job Performance is -0.456, which indicate  $(-0.456^2 = 0.207)$  20.7 percentage negative relationships between Continuance Commitment and Job Performance and is significant at 1% level. The correlation coefficient between Normative Commitment and Job Performance is 0.508, which indicate  $(0.508^2 = 0.258)$  25.8 percentage positive relationships between Normative Commitment and Job Performance and is significant at 1% level. The correlation coefficient between Overall Organizational Commitment and Job Performance is 0.413, which indicate  $(0.413^2 = 0.170)$  17.0 percentage positive relationships between Overall Organizational Commitment and Job Performance and is significant at 1% level.

Factors of Organizational Commitment	Job Satisfaction
Affective Commitment	.751**
Continuance Commitment	-.256**
Normative Commitment	.508**
Overall Organizational Commitment	.614**

Table 2 : Correlation analysis ( Factors of organizational Commitment and Job Satsfaction)

The correlation coefficient between Affective Commitment and Job Satisfaction is 0.751, which indicate  $(0.751^2 = 0.564)$  56.4 percentage positive relationships between Affective Commitment and

Job Satisfaction and is significant at 1% level. The correlation coefficient between Continuance Commitment and Job Satisfaction is -0.256, which indicate  $(-0.256^2 = 0.065)$  6.5 percentage negative relationships between Continuance Commitment and Job Satisfaction and is significant at 1% level. The correlation coefficient between Normative Commitment and Job Satisfaction is 0.508, which indicate  $(0.508^2 = 0.258)$  25.8 percentage positive relationships between Normative Commitment and Job Satisfaction and is significant at 1% level. The correlation coefficient between Overall Organizational Commitment and Job Satisfaction is 0.614, which indicate  $(0.614^2 = 0.376)$  37.6 percentage positive relationships between Overall Organizational Commitment and Job Satisfaction and is significant at 1% level.

#### 4. Findings and Conclusion

Affective Commitment and Job Performance, Job Satisfaction exhibits positive relationship and hence Employees who are emotionally bonded and loyal are satisfied and perform better. There exists a negative relationship between surface acting and Job Performance, Job Satisfaction. Thus, the employees who stay in the organization because of the cost factor may not be satisfied and performance is negatively correlated. Positive correlation was found between Normative Commitment and Job satisfaction and Job performance. Hence, Organization should take steps to improve the commitment level of employees towards the organization and thereby the satisfaction level of employees and performance will improve.

#### 5. References

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