

ORGANIZATIONAL COMMITMENT AND WORK ENVIRONMENT MATTER TO ENHANCE JOB PERFORMANCE OF TEACHERS

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ABSTRACT

In modern era it has been realized like other organizations the educational institutions has become business organization where institutions render the supportive working environment to fulfil the organizational commitment for the elevation of job performance of the academicians. The main objective of this research was to examine the effect of organizational commitment and working environment on job performance. The population of this study was public secondary school teachers from Gujranwala whereas, 266 respondents were selected as sample through simple random sampling technique. For data collection structured questionnaires were administered by applying survey method. SPSS software was used to evaluate the research hypotheses. The findings indicated a significant effect of organizational commitment and working environment on job performance. Moreover, organizational commitment had more significant effect on job performance than that of working environment. This research is a landmark for institutional management to assume various approaches and practices for the enhancement of employees' performance.

Keywords: Managerial Practices, Job Performance, Secondary Education.

INTRODUCTION

The growth of the educational institutions depends on the individual performance of the employees on workplace. The performance indicated a employees' devotedness with their job. Therefore, to achieve the objectives of the institution it is essential to elevate the performance of the workers (Dinantara, 2019; Shafiq & Hamza, 2017). There are various tools for the growth of the institutions among all of them job performance is one of the best elements (Bhat & Bashir, 2016; Hashim & Shawkataly, 2017). In educational institution the academic staff perform numerous professional activities to achieve the organizational objectives. These activities have major contribution for the growth

of institutional financial capital (Jabbar et al., 2020; Janudin & Maelah, 2016).

The previous research suggested that the organizations focused on the social needs of the workers to engage them for making the clear image about the institution. Therefore, organizational commitment is foremost element to inspire the employees and they convinced being a part of the institution (Iqbal et al., 2015; Suman & Srivastava, 2012). It is a psychological factor in the shape of agreement. The workers do their best for getting these committed rewards by performing the various tasks in organization which leads to get the setting objectives. The attractive benefits which are rendered by the

organization remain enthusiastic to the employees towards objectives (Hallinger et al., 2018; Robbins & Judge, 2013). For the growth of the institutional it is essential to retain the professional individuals for a long time. It provides the stability within the departments. These mutual efforts with consistency of the workers uplift the vision and mission of the organizations (Arunkumar, 2014; Sonia, 2010). Appealing commitments by the organization provides the loyalty and willingness towards the maximum performance which is considered as organizational success (Dixit & Bhati, 2012).

Conducive working environment render a freedom to employees at workplace. Different organizations have various work environment which impact on the performance of the employees. If the peoples are satisfied with the nature and find favourable conditions, they perform well and get the desirable outcomes (Anwar et al., 2022). Supportive work environment and outcomes have curtain sphere between each other. The organizations offer the pleasant environment and require the constructive outcomes from the employees (Zafar et al., 2017). To achieve the goals of organizations it is compulsory to provide the effective working environment. In this sense the employees have positive attraction and collaboration with other individuals for performing the various specific task which lead to the growth of organization (Sarwar et al., 2022).

Literature Review

Employees' performance is a major factor for the growth of any business organization. From the last couple of decades, it felt the development of institutions mostly depends on performance of employees. To achieve this objective, it can be only possible when employees do their professional activities in skilled manners. The employees perform various tasks during job

hours to enhance the performance of individuals and growth of the organization (Ardakani, 2012; Torlak, 2019). Thus, it is foremost for the organizations to make them able to do their work with skills, abilities and competencies for performing any organizational task. The task completion varies regarding mission of the organizations therefore, employees make their efforts regarding the organizational objectives which are settled in vision and missions (Wen et al., 2019; Zafar et al., 2017). The performance of the individuals is aligned to the organizational objectives under specific setting standards (Iqbal et al., 2015; Torlak, 2019). In this study, contextual and task performance of the employees was discussed which was suggested by (Motovidlo, 1994; 1997). Moreover, previous research suggested the performance as duality construct, it is also called multidimensional variable (Hakim & Fernandes, 2017).

The activities which are performed to accomplish the specific organizational tasks by follow the rules and regulation is called task performance. It directly relates to the organizational objectives regarding vision of the institutions. This kind of performance change the behaviour of the employees towards performing the specific tasks (Yousaf et al., 2015). It revealed around the monitoring and evaluation system. The implementation of these factors on workplace contributes to enhancement of employees' performance (Bilal et al., 2015). The organizational performance depends on the employees' performance which alter the individual behaviour. The dedication, loyalty and commitment of the employees make a major contribution for the development of the institutional performance (Bhat & Bashir, 2016; Fernandez, 2015). On the other hand, contextual performance revealed around the various dimensions while satisfied the employees to make their enthusiastic efforts on job. For this,

organizations provide supportive environment for work and help to eradicate the obstacles. It is a psychological factor which help to achieve the desired outcomes (De Boer et al., 2015; Uraon & Gupta, 2020).

Organizational commitment is an agreement between the employees' and organization. The organizations do the exquisite commitment to their employees for stepping the required outcomes. The employees do their activities with full zeal and zest to snatch the maximum outcomes with energetic mindset. The believes and attitude of the organizations provide the motivation then workers also show their positive expression (Amiri et al., 2013). The commitment provides the favourite image on the screen before employees which revealed the values. The perception of the employees evaluates the expectation according to the commitment of the organization which leads to the performance (Khan et al., 2014).

The organizational commitment is formulated about the activities which can be perform within department and the rewards and benefits for the employees after performing the activities. The organizations fulfil their commitment to provide the motivation of the employees so that organizational objectives can be achieved timely (Amiri et al., 2013). The organizational commitment has magnificent involvement to improve the employees' performance. It is considered as a psychological construct which bound the employees to show their constructive performance (Suliman & Iles, 2000; Wu et al., 2011). The organizations adopt numerous strategies for the engagement of the people with vision, OC is one of the major factors for this concern. The employees take their responsibilities to uplift the goodwill of the organization if commitments are fulfilled. Moreover, individuals show their willingness and

play a pivotal role for organization (Hager & Seibt, 2018; Rizal et al., 2014).

Working environment is another important factor which enhance the performance of the workers. The higher authorities produce conducive environment to the individuals at workplace. Due to this, the employees feel relax and confident being a part of the organization. The workplace is a field where the policies and strategies are practiced lifting the organizational vision. It provides the energetic pleasure towards performing the specific tasks willingly (Ardakani et al., 201; Jusmin et al., 2016). The higher authorities suggest the clear role and responsibilities to the employees and rendered them effective work environment to efficiently do professional activities. The positive interaction and teamwork are the major factor for conducive work environment. For the completion of organizational goals professional skills are important which are provided by the organization for assuring the supportive working environment (Dinc, & Aydemir, 2014; Zafar et al., 2017).

Research Hypotheses

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

Research Methodology

This study is quantitative based on correlational research design. The population was administered the public secondary school students from District Gujranwala while 266 respondents were selected as sample through simple random sampling technique. The structured questionnaires were used to collect the

information from the participants through survey method such as organizational commitment questionnaire was proposed by (Allen & Meyer, 1990), working environment by (Newman, 1977) and job performance by (Goodman & Svyantek, 1999). Whether the questionnaires were reliable to conduct this study Cronbach's Alpha was

applies and coefficient value was greater than 0.7 (Cronbach, 1951, Nunnly, 1978). Content and construct validity was measured with the help of experts. Moreover, descriptive and inferential statistics were administered to analyse the study hypothesis by using Statistical Package for Social Science.

Findings

Table 1: Descriptive Statistics

Constructs	M	SD
Affective	3.68	.96
Continuance	3.54	.99
Normative	3.77	.92
Organizational Commitment	3.66	.96
Role Clarity and Respect	3.76	.93
Communication and Planning	3.72	.97
Reward System and Morale	3.57	.98
Career Development and Direction	3.33	.99
Teamwork and Conflict Management	3.69	.94
Working Environment	3.62	.96
Contextual	3.68	.96
Task	3.66	.95
Job Performance	3.67	.95

Descriptive statistics was applied to inspect the existing level of the respondents about the constructs of study. Which indicated overall mean of OC= 3.66, WE= 3.62and JP= 3.67.

Therefore, it was recommended that the secondary school teachers were moderately satisfied with all the statements regarding affective commitment.

Table 2: Pearson Correlation

Variable	1	2	3	4
Affective	1			
Continuance	.371(**)	1		
Normative	.488(**)	.388(**)	1	
Job Performance	.429(**)	.333(**)	.381(**)	1

significant level <.05

Table 3: Pearson Correlation

Variables	1	2	3	4	5	6
Role Clarity & Respect	1					
Communication & Planning	.371(**)	1				
Reward System & Morale	.483(**)	.469(**)	1			
Career Development & Direction	.451(**)	.381(**)	.273(**)	1		
Teamwork & Conflict Management	.396(**)	.333(**)	.388(**)	.382(**)	1	
Job Performance	.425(**)	.394(**)	.330(**)	.343(**)	.317(**)	1

significant level <.05

Table 4: Pearson Correlation

Variables	OC	WE	JP
Organizational Commitment	1		
Working Environment	.396(**)	1	
Job Performance	.380(**)	.361(**)	1

significant level <.05

To evaluate the relationship of OC and WE with JP, the inferential statistics indicated moderate correlation of all the factors of OC with JP. The r value was .429, .333 and .381 respectively.

Whereas it also denoted a significant association of all the factors of WE with JP and the r score

was .425, .394, .330, .343 and .317 respectively. Moreover, it also showed overall positive correlation of OC and WE with JP whereas, r values were .380 and .361.

Table 5: Multiple Regression Analysis

DV	Constructs	Sd. Er	Beta	t	Sig
Job Performance	Affective	.072	.533	7.39	.00*
	Continuance	.061	.361	5.88	.00*
	Normative	.050	.244	4.79	.00*
	Role Clarity & Respect	.077	.486	6.29	.00*
	Communication & Planning	.059	.466	7.88	.00*
	Reward System & Morale	.058	.276	4.71	.00*
	Career Development & Direction	.061	.357	5.82	.00*
	Teamwork & Conflict Management	.056	.241	4.29	.00*
	Organizational Commitment	.061	.380	6.02	.00*
Work Environment	.062	.365	5.79	.00*	

To identify the effect of OC and WE on JP. The statistics of the results showed moderate effect of all the factors of OC on JP with beta .533, .361 and .244. It was also significant effect of all the factors of WE were shown significant on JP and the beta value was .486, .466, .276, .357 and .241. Thus, it indicated that overall, OC and WE were substantial constructs for the enhancement of JP where beta score was .380 and .365 separately.

Conclusions

It concluded that respondents were agreed about all the statements of the study variables such as OC, WE, and JP. Moreover, there was a significant correlation of OC and WE with JP while organizational commitment had more relationship with job performance as compared to working environment. Additionally, organizational commitment had more effect on job performance than working environment. Thus, the study hypotheses were accepted.

Discussion and Recommendations

In modern era it has been realized that the skilful human resources are more beneficial than the financial resources. This study was conducted in the context of educational management. To evaluate the performance of the organizations it is necessary to consider the performance of the employees. Therefore, it can be only possible when the teaching staff has professional competencies. Moreover, the administration applies various tools to elevate the growth of the organization for example providing a conducive work environment and meet the commitment.

On the behalf of the results of present research it is recommended that several workshops should be administered to know about the important factors which are useful to boost the overall performance of the employees and institution as well. Moreover, JP must be evaluated with other constructs in different geographic areas.

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