

Organization Normative Commitment (ONC) has Psychological Positive effects on employees' Performance

Aqal Amin Khattak¹

Sonia Sethi²

Abstract

The purpose is to recognize the normative commitment (NC) as a vital source of the organization, for understanding the psychology of employees, and creating positive responses for improving their performance, and make them loyal towards the organization for the entire time. Data were collected from public and private organizations' management and other employees. Questionnaires were distributed to all the management team members and other employees, functioning in different areas. The study found Organization' NC has positive psychological effect on employees' performance. It was found that willingness of employees improves their performance. The results revealed that the Loyalty of employees improves their performance. The research can be a significant contributor in improving employee commitment at work.

Key words: Normative commitment, Psychological Effects; Willingness, Loyalty, Improving performance

¹Aqal Amin Khattak, Student, MS, Abasyn University Peshawar

²Sonia Sethi, Lecturer, Islamia College University, Peshawar

Organizations can survive successfully when management knows the psychology of the employees and skills of human resource management in organization. They observe attitude and behavior of the employees at work place. They want to facilitate

the employees and provide them required resources for improving their performance. Organizations make commitment with their employees for achieving organizations goals. Commitment is recognition of individual to do something, following the principles, standards towards attaining the goals or advance to the destination. Commitment shows the purposes of an organization and employees.

Organization and employees can get their target goals and benefits when they make commitment. There is no option of pretext when commitment is made. We can get proper result when we use appropriate procedure system according to the commitment (Robert & Bone, 2003). High commitment means lofty act management in reaction (Mart & Michael, 2009). Normative Commitment (NC) has grand value for organizations and their human resources. NC reveals visible responsibility of staying with institute or organization (John, David, Lynne, & Laryssa, 2002). NC relaxes an employee' compulsory feelings towards collaborators or management; people stay because they think an obligation to perform (Ahmadi & Avajian, 2011).

Problem Statement

Organizations ignore the value of the normative commitment which has naturally great importance for the organizations and their employees. I observed that it is the basic requirement of organizations through which they can understand and fulfill the needs and desires of the employees, for achieving the organization's goals.

If Organizations have normative commitment culture towards employees it will create psychological positive effects on employees, which improve their performance. These are; willingness, loyalty and emotions of employees, which make able the employees to use their vigor, ability and knowledge with full concentration to do their job.

Purpose of the Research

The purpose is to recognize the normative commitment (NC) as a vital source of the organization, for understanding the psychology of employees, and creating positive responses and make them loyal towards the organization. Workplace actions such as extermination of an employee's psychological agreement are projected to have an outcome on employee thoughts. Psychological agreements consist of the hidden and open "promises" that employees deem their organization has made for them (McFarlane & Tetrick, 1994; Morrison & Robinson, 1997).

We anticipate relational agreement, with their well-built socio-emotional element, to engender high positions of affective commitment. Relational agreements are predictable to be continuing, lively and development, and hence to meet individual needs in favor of liveliness and belongingness. Individuals in relational agreement naturally obtain advantage from the developmental perspective and individual uphold, they gather from the organization, and do not express a focus on an evaluative wisdom of what they would get or lose by parting. The core purpose for selecting this are of research is to investigate the behavioral change of employees in an organization in result to the normative commitment.

Objectives

1. To identify the change in employees behavior through normative commitment
2. To identify psychological effects on employees through normative commitment
3. To identify the positive effects of willingness of employees on their performance
4. To identify positive effects of employees on their performance

Literature Review

Normative commitment relaxes on employees' compulsory feelings towards management; people stay because they think an obligation to perform so (Ahmadi & Avajian, 2011). Employee commitment and loyalty are optimistically connected with higher level of place of work performance (Sarah, Jolian, Robert, & Karl, 2011). We anticipate relational agreement, with their well-built socio-emotional element, to engender high positions of affective commitment. Relational agreements are predictable to be continuing, lively and development, and hence to meet individual needs in favor of liveliness and belongingness. Individuals in relational agreement naturally obtain advantage from the developmental perspective and individual uphold, they collect from the organization, and do not express a focus on an evaluative wisdom of what they would get or lose by parting.

Normative commitment is sensation of responsibility. well-behaved and faithful employees can do work better having fewer opportunity, considering themselves employees of the organization (Green, 2008). Employees are the vital resource in any organization and any society (Newstrom, 2007). Organizations have to care for employees fairly in order to catch the attention of and support good employees (Newstrom, 2007).

Individual and collective action affects the organizational commitment, term intention, and eagerness for efforts of the Indian and Irish workers. Indians reveal more keenness to use attempts than the employees of Irish. Nagarajan et al., (2007). Extremely important and flexible relationships receive mental satisfaction and consciousness from the fair actions of others in different time Tekleab et al., (2005).

Job satisfaction and organizational commitment of employees have major impact on service value that is delivered. The touching element of commitment was found more significant than job satisfaction in shaping service value of customer-contact employees Neeru et al., (2004). We can get proper result when we

use appropriate procedure system according to the commitment Robert & Bone (2003). Very short and early research does not able to expose the importance of organization's commitment and its relation to the job performance (Shaw, Delery & Abdullah, 2003). NC has grand value for organizations and their human resources. NC shows the functions of the job activity to the employees and staying in organization John et al., (2002). NC is the new phase of the organization's commitment that tells the employees' duty at workplace and their faithfulness to the organization (Bolon, 1997).

Workplace actions such as extermination of an employee's psychological agreement are projected to contain an outcome on employee thoughts through affective reactions, or reassessment of attitude and it is potential that emotional responses might stimulate changes in the employee's or reassessment of attitude systems. Psychological agreements consist of the hidden and open "promises" that employees deem their organization has made for them from side to side different organizational managers, organizational practices or guiding principles, or by employer events (Rousseau, 2001). NC is universal worth of faithfulness and sense of duty Weiner (1982).

Organizational commitment functionally, it is dynamic naturally to attract the employees faithfulness and eagerness to expose attempt to the organization, for achieving the level and importance of the organization's goals and want to maintain relation with organization (Mowday, Steers, & Porter, 1979). He recognized that commitment brings changing in feelings and actions of the employees Porter et al., (1974). Individual and collective action affects the organizational commitment, term intention, and eagerness for efforts of the Indian and Irish workers. Indians reveal more keenness to use attempts than the employees of Irish (Nagarajan et al., 2007).

Individuals with higher level of organizational attachment will be more willing to work for the organization and to stay as a

member of the organization, which brings about higher levels of productivity in the organization (Nedim & Emine, 2009).

NC is universal worth of faithfulness and sense of duty. Weiner, (1982) organizational commitment functionally, it is dynamic naturally to attract the employees faithfulness and eagerness to expose attempt to the organization, for achieving the level and importance of the organization's goals and want to maintain relation with organization (Mowday, Steers, & Porter, 1979). He recognized that commitment brings changing in feelings and actions of the employees (Porter et al., 1974).

NC is the new phase of the organization's commitment that tells the employees' duty at workplace and their faithfulness to the organization (Bolon, 1997). Normative commitment is general worth of faithfulness and responsibility (Weiner, 1982). Normative commitment is a sensation of duty (Meyer et al., 1991).

Hypothesis

Hypothesis-1 Normative commitment has psychological positive effects on employees' performance.

Hypothesis- 2. Employees' willingness has positive effects on their performance.

Hypothesis -3. Employees' loyalty has positive effects on their performance.

Theoretical Framework

The best theories which I selected for the research are: Victor Vroom Expectancy theory (1932), and Maslow hierarchy of needs theory (1943). They have close relation to the selected area for research. It is showed that organization's normative commitment has psychological positive effects: willingness and loyalty, which improves the performance of employees. There is positive relationship between independent variables and dependent variable.

Methodology

Data were collected from public and private organizations’ management and other employees for the research. Questionnaires were distributed to all the management team members and other employees, functioning in different areas, and well-known organizations in Kohat city and its surrounding. Likert-five points scale was used i.e. “1” for strongly disagree “2” for disagree “3” for undecided “4” for agree and “5” for strongly agree. 100 questionnaires were distributed to respondents. I received 100 questionnaires from respondents. Response rate was 100 percent. I used SPSS 19 for analysis data: Correlation analysis and Regression analysis.

Results

Table- 1

Correlation analysis

	EP	ONC	EW	EL
EP	1			
ONC	.932**	1		
EW	.946**	.998**	1	
EL	.944**	.999**	.998**	1

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

EP: Employee Performance, ONC: Organization Normative Commitment, EW: Employee Willingness, EL: Employee Loyalty

The table 1 shows positive correlation among the independent variable and dependent variable in correlation analysis.

- Organization normative commitment has positive correlation value is .932 and has significant level.
- Employee’s willingness has positive correlation value is .946 and has significant level.

- Employee’s loyalty has positive correlation value is .944 and has significant level.

In correlation model one can easily understand that NC of organization has psychological highly positive effect on employees ‘performance. The willingness of employees satisfies and keeps them ready for performing their jobs perfectly with full interest. The loyalty of employees with organization become strong and always in trying for achieving the organization’s goal

Table 2

Regression analysis

	Standardized Coefficients		
	(Beta)	T	Sig.
(Constant)		2.037	.004
Organization Normative Commitment	7.479	5.091	.000
Employee Willingness	3.879	3.524	.000
Employee Loyalty	4.543	3.635	.000
R	.996		
R Square	.99		
Adjusted Square	R .981		
F	26.255		
F Sig	.000		

This model shows the relationship between organization normative commitment and employee’s performance. The coefficient of organization normative commitment = 7.479 is

positive with $t=5.091$ and $p\text{-value}=.000$. This shows that relationship is significant. The relationship between employee willingness and employee performance is positive. The coefficient of employee's willingness $=3.879$ is positive with $t=3.524$ and $p\text{-value}=.000$. The relationship between employee's loyalty and employee's performance is positive. The coefficient of employee's loyalty $=4.543$ is positive with $t=3.635$ and $p\text{-value}=.000$. This shows that relationship between the independent variables: the organization's NC, employee's willingness, employee's loyalty with dependent variable employee's performance is highly positive. Organization receives the willingness of employees by applying normative commitment, and can improve the performance of employees.

The above model shows that R-square is .99% with F-value of 26.255 which is significant with P-value = .000. This model shows that all the independent variables: organization normative commitment, willingness and loyalty of employees affect the dependent variable employee's performance.

In the above regression model clearly indicates that the more organization's normative commitment applications the more psychological positive effects on employees, which brings willingness and loyalty in them, for doing their jobs efficiently.

Findings

- It is approved that Organization's NC has positive psychological effect on employees' performance. If employees are doing their work in good behavior, the organization must appreciate and give benefits to them, which psychologically satisfy the employees for improving their performance.
- It is approved that the willingness of employees improves their performance. Willingness of the employees is a positive factor which keeps them ready for fulfilling the responsibility of all kind activities. Employees complete

their tasks efficiently with their willingness but not in stress correctly.

- It is approved that the Loyalty of employees improves their performance. Loyalty is positive sign of the employees for doing work with their full interest. They think and want the development of organization. They are always in struggle to improve their performance for improving the performance of organization. So organization must think for the betterment of loyal employees with NC.

Conclusion

It is necessary to involve the employee psychologically at their work. It is possible when organization observe the employees' attitude, behavior, and communicating with them on the job, off the job. Organization make NC with employees on the bases of their' positive attitude and behavior and required needs for improving the performance of them. . Employees work hard, when organization appreciates, compensate, facilitate, respect them, and think for their career opportunities, considering them as members of the organization. The employees do their jobs' activities willingly, effectively and efficiently. They become loyal to the organizations and remain with it for long time.

References

- Ahmadi, A., & Avajian, Z. (2011). Survey relationship between organizational citizenship and organizational commitment in public organization in Iran. *Interdisciplinary journal of contemporary research in business*, 3(5), 381-394.
- Bolon, D. (1997). Organizational citizenship behavior among hospital employees: A multidimensional analysis involving job satisfaction and organizational commitment. *Hospital & Health Services Administration*, 42(2), 221-241.

- Green, F. (2008). Leeway for the loyal: A model of employee discretion. *British Journal of Industrial Relations*, 46(1), 1-32.
- John, P., David, J., Lynne, H., & Laryssa, T. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52.
- McFarlane, S., & Tetrick, L. (1994). The psychological contract as an explanatory framework in the employment relationship. In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in Organizational Behavior* (1), 91-109. New York: Wiley.
- Morrison, E & Robinson, S. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22, 226-256.
- Mowday, R., Steers, R., & Porter, L. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.
- Meyer, J., & Allen, N. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Mart, L., & Michael, B. (2009). High commitment, high performance management, Harvard Business School.
- Neeru, M., & Avinandan, M. (2004). The relative influence of organizational commitment and job satisfaction on service quality of customer-contact employees in banking call centres. *Journal of Services Marketing*, 18(3), 162 – 174.
- Newstrom, J. (2007). *Organizational behavior: Human behavior at work* (12th ed.). New York: McGraw-Hill/Irwin.
- Nagarajan R., Subodh P., Amit G., & Patrick C. (2007). Individualism-collectivism orientation and employee attitudes: A comparison of employees from the high-technology sector in India and Ireland. *Journal of International Management*, 13(2), 187-203.

- Porter, L., Steers, R., Mowday, R., & Boulian, P. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- Robinson, S., & Rousseau, D. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15, 245-259.
- Robert, B. (2003). Approving to flaxen process: The problem with contractarian theories of procedural fairness. *Boston University Law Review*, 83, 485.
- Shawa J., Deleryb, J., & Abdulla, H. (2003). Organizational commitment and performance among guests' workers and citizens of an Arab country. *Journal of Business Research*, 56, 1021-1030.
- Sarah, B., Jolian, M., Robert, M., & Karl, T. (2011). Workplace performance, worker commitment and loyalty. Forschungs institute zur Zukunft der Arbeit Institute for the Study of Labor, IZA Discussion Paper No. 5447.
- Weiner, Y. (1982). Commitment in organization: A normative view. *Academy of Management Review*, 7, 418-428.
- Witzel, M. (2009.) Exploring the role of affect and evaluative beliefs in the emergence of workplace attitude: the case of organizational commitment. Ontario: Wilfrid Laurier University.