

INFLUENCE OF EMPLOYEES' COMMITMENT ON ORGANIZATIONAL PERFORMANCE: A STUDY OF PUBLIC HEALTHCARE PROFESSIONALS IN PAKISTAN

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ABSTRACT

Organizations are serving instruments to attain a specific function and are seen as synchronization of intentions and goals with their resources. This paper intends to assess the impact of employees' organizational commitment on organizational performance. It is based on the self-identification of personnel towards the organization. Highly self-identified personnel can be more motivated towards their job responsibilities and the personnel observation related to the organization in terms of success, sustainability, and development which is considered as perceived organizational performance. Statistical Package for Social Sciences (SPSS) was applied to analyze the attitudinal data obtained from healthcare professional through the administration of questionnaires. Fifty (50) healthcare professionals of public hospitals were selected to answer the questionnaire. The regression and correlation results displayed the employees' organizational commitment as a significant predictor for organizational performance. The impact of organizational commitment on organizational performance has been assessed through the hypothesized relationship between them. This research found a strong correlation between organizational commitment and its factors and organizational performance and revealed a significant positive relationship between organizational commitment and organizational performance.

Keywords: *Organizational commitment, Organizational performance, Organizational Citizenship Behaviour, Perceived Organizational Support, Training and Development, Group Cohesiveness.*

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INTRODUCTION

In a continuously changing business environment, organizations need an innovative response to capture the existing market. Nowadays the challenges of improving performance in firms have intensified with the efforts to maintain the quality of the working environment. During last decade or so, the increasing competitive environment among firms, globalization, and increasing expectation level of citizens have led organizations to concentrate more on the quality (Akdere, 2006). All over the world, public organizations are facing difficulty to cater for the increasing needs of the citizens (Nusair, Ababneh, & Bae, 2012). Public healthcare organizations in Pakistan are also facing difficulties in this regard. Healthcare organizations are highly sensitive and are required to improve their performance and particularly the public sector health organizations in Pakistan. Healthcare organizations are services-based businesses that are directly related to the attitude of healthcare professionals especially in terms of motivation, commitment, and satisfaction as they deal with patients. Motivation positively impacts the commitment of employees resulting a better performance which leads to the patients' satisfaction and helps improve the performance of the organization. The main purpose of this study is to evaluate the hypothesized relationship between organizational commitment and organizational performance in publicly owned healthcare organizations in Karachi. Porter, Steers, and Boulian, (1974); Knoop (1995); Lum (1998); Al-Aameri (2000); McNeese-Smith & Nazarey (2001); and Altindis (2011) are few of many studies in literature which emphasized to measure variables like job satisfaction, employees' motivation, turnover intentions, employees' performance and organizational commitment. Numerous studies showed a positive relationship between perceived organizational performance and organizational commitment and in few studies some mediating variables are also considered to see their impacts like Bakiev (2013); Camilleri & Van der Heijden (2007); Mansour, Gara, & Gaha (2013).

In this study it is intended to cover different aspects for evaluating organizational commitment and performance in Public healthcare sector. That is to gauge and find out the very essence of organizational commitment. Determining whether healthcare attaches any importance to organizational commitment as an important variable in the Public health domain. This study will evaluate the impact of Training and Development, Group Cohesiveness, Perceived Organizational Support, and

Organizational Citizenship Behaviour on Organizational commitment and organizational performance. Organizational commitment is seen as a derivative to enhance quality at working conditions, patient satisfaction, allocation of resources which are reciprocated in better organizational performance. This study meant to provide recommendations to enhance organizational core competencies. Another objective is to improve the relationship between management and their workforce. This study shall provide guideline to management how to use various resources and how to prioritize funds to develop more relevant market skills. Organization visionary performance will benefit from these ideas. This study will further gauge whether the organizational commitment is an important variable for the public hospitals in Karachi, for achieving a high degree of performance. Hospitals that are rendering healthcare services in Karachi would get an overall clear picture of the industry standards by applying the organizational commitment notion and performance. The academia, researchers, operational managers and healthcare professionals, all will gain insight and benefits from this research.

Pakistan's public healthcare organizations are playing a pivotal role in the lives of the citizens especially for those who belong to the middle class and lower middle class and for those who are suffering from the chronic disease because, in most of the public healthcare organizations, healthcare professionals are having high expertise and experience in their fields. So, patients prefer to consult the doctors/practitioners at reasonable fees. In short public healthcare organizations are very important and the backbone of public services system because they help the majority of the society and especially the lower middle- and middle-class society. To get healthy Pakistan, these organizations must be more efficient to respond to the needs of patients in a highly satisfactory manner. Patients' satisfaction can be attained through those healthcare professionals who are highly committed to their workplace. Wang, Ma and Zhang (2014) discussed the problems related to motivating employees to work hard and to show that a high degree of organizational commitment is a concern of managers, but it deserves extra investigation. Effect of organizational commitment on organizational performance within the public healthcare organization of Pakistan is still not completely examined and evaluated. This study might help to address the issue to increase the understanding of the impact of organizational commitment on organizational performance in Pakistan's healthcare hospitals.

Role of Organizational Commitment on Performance in Public Healthcare Hospitals

It is the significant task of hospitals to deliver services to their patients to achieve long term success. For better performance, hospitals need to reflect good choices about services offered at low cost. So, to attain the above-mentioned objectives the role of commitment is indispensable. The importance of commitment can easily be assessed by realizing the fact that it is a behavior that gets the task completed. Commitment is much stronger than our intentions, willpower, or circumstances. Influences, passion, opportunities are worthless, and barriers are unbreakable without commitment (Maxwell, 1999). Highly committed professionals can be developed through organizational commitment which improves organizational efficiency. Organizational commitment also molds actions taken by leaders towards their workforce. Organizational commitment played a major role in the industrial revolution, prior to this, work was accomplished in an entrepreneurial environment. Initially, research was conducted to enhance workers' productivity. Then it has been realized that job satisfaction and job performance have a great deal with each other but later on, the relationship was not found as much strong as it has been considered, so later on researchers started to emphasize organizational commitment by identifying various aspects related to it. Research work of Meyer and Allen (1997) stimulated the interest to know: what are those elements that made some contribution in non-profit concerns go highly committed towards their task and how might this attitudinal concept of commitment be instilled in others. Through monitoring their employees' performance, employers can understand the level of organizational commitment towards the goals, motivation towards their job continuation and measure their desire to work hard.

In the business industry organizational performance plays one of the most significant role and it is considered as an ultimate dependent variable of interest which is mandatory for the growth and development of modern businesses in the competitive environment of industrial activity and consequently, various business auxiliaries such as marketing, operations, HR, and strategy are all evaluated by their employees' contribution towards organizational performance.

REVIEW OF LITERATURE

Organizational Commitment

Organizational commitment is taken as contrast to feelings and beliefs

that Managers perceive related to their workplace (Solinger, van Olffen, & Roe, 2008). Committed managers are very much concerned and always ready to serve their organizations and do not prefer to quit (Mathieu & Zajac, 1990). Committed managers are motivated to accomplish organizational objectives and ready to persuade their subordinates. In today's world, we are facing a fast-changing environment with critical and unpredictable global competition. To function at an optimum level, healthcare units are required to focus on commitment. Dolan, Tzafirir, and Baruch (2005), are of the view that psychological attachment of a person with his/her workplace along with the sense of belonging, ownership of organizational objectives makes him always ready to face challenges. Without, the commitment, it is almost difficult to attain strategic goals (Briscoe & Claus, 2008; Fugate, Stank, & Mentzer, 2009). Commitment has the essence of zeal and excitement. Whenever commitment level enhances, performance and productivity take place. A high level of commitment is indispensable for sustainable growth and to achieve the competitive advantage. Theoretically and empirically it is evident that organizational commitment is linked with performance (Meyer & Allen, 1997; Yiing & Ahmad, 2009). It has been suggested by Dirani (2009) that organizational commitment is a crucial element that influences the output of employees and an important indicator of performance. For the productivity of the organization, human resources are playing a very effective role as they bear a remarkable effect on achieving organizational competitive advantage with the co-ordination of committed employees. It has been studied by the practitioners and researchers that organizational commitment is the most famous work attitude (Meyer et.al, 1998) nowadays because of its impact on the work performance of the organization (Dirani, 2009; Yousef, 2000). For the development of employees' commitment, substantial research has been conducted in past years (Meyer & Allen, 1997) for loyalty and efficiency, which plays an important role (Berberoglu & Secium, 2015). The concept commitment had been for the first time defined in 1960 by Becker "A consistent human behavior generated by one mechanism" Becker (1960) and later Porter et.al in (1974) elaborated the same concept of organizational commitment as the mutual attitude of personnel towards their workplace and organizational commitment defined as "It is the expertise/potency of an individual as well as identification with and entanglement in a specific unit".

Organizational commitment, as defined by Meyer and Allen (1997), is

a psychological state which creates a link between the workplace and decisions of employees to either quit or continue in the particular organization. Effectiveness in the form of high level of participation, low absenteeism and increased productivity with low turnover can be attained by highly committed employees which leads them to increased operating performance (Angle & Perry, 1981). Employees either can perform tasks assigned to them satisfactorily or unsatisfactorily that is termed as performance. Some factors changed together that could influence their performance like motivation, personality and ability. If we sum-up all employees' performances in the organization we call that achievement, which is the sole result, of each employee's performance (Mullins, 2010). Employee's morale and turn over intentions are usually studied to assess the criteria of organizational performance and the level of perceived organizational effectiveness (Jain, 2012). What employees perceived related to organizational performance is their perception about organizational overall performance, on the contrary, Mullins (2010) and Giaque et.al (2013) perceived organizational performance is the outcome of the human resources management practices that affect the employee's attitude with-in an organization.

Organizational Performance

In management research the concept of performance is widely studied by the scholars however its structure and definition varies in different scenarios of organizations. Organizational performance improves the effectiveness of organizations and the well-being of its workforce with the appropriate innovations. Organizational performance referred to as output or outcomes related to organization measured as expected output, goals, and objectives (Jon & Randy, 2009). Organizational performance is known as a measure of how efficiently and effectively superiors allocate their resources to improve the level of satisfaction of their clients and attain the organizational vision. There as four commonly applied attempts to measure the organizational performance including the overall outcomes of human resource activities, organizational performances, financial results, moreover the capital market outcomes. Absenteeism, turnover, and employee satisfaction are related to human resource outcomes. The productivity of labor, customers' satisfaction, and quality of services, all are related to organizational outcomes. The indicators of financial performance are return on equity (ROE), return on assets (ROA), and profitability, whereas the outcomes of capital market include the price of

stock and its growth and market returns (Dyler & Reeves, 1995). Organizational performance influences the effectiveness and efficiency of the organizations and therefore to attain desirable work performance, managers must not only pursue the right goals but also make available right resources. The organizational performance deals with combination of productive assets such as human, physical & capital resources working collectively in any organization to attain shared objectives (Alchian & Demsetz, 1972; Jensen & Meckling, 1976; Simon, 1976) and Barney, 2002). The concept of organizational performance can be elaborated as the outcome defining efficiencies and inefficiencies of the institutes related to their overall impression in terms of their corporate image, competencies, and financial performance (Khanderkar & Sharma, 2006). There are various ways to appraise the performance of the employees. According to Rowold (2011) the high level of performance in work processes and practices, have been identified needful in playing a significant role for the attainment of business objectives and better organizational effectiveness. While there is no consensus on configuration or combination of such system and practices. The reason behind it is that a high degree of performance work system gives impact and maintains employees' attitude and behavior according to the strategic objectives of their workplace and they improve employee commitment which leads to improved organizational performance. Human resource practices hold a significant impact on the organizational performance. When human resource practices concentrate on developing positive work attitude it enhances the employees' motivation and they use their maximum potential whereas employees performances remain under-utilized with low work motivation in the environment where human resource practices does not work efficiently.

In 2000 organizational commitment and perceived organizational performance got popularity due to their significance whereas numerous studies witnessed a considerable correlation between organizational commitment and the perception about organizational performance. The study by Bakiev (2013) showed that a performance work system is a mediating variable between perceived organizational performance and the organizational commitment and even if the work system is not strong, organizational performance can be enhanced by encouraging employees' organizational commitment which will give a positive impact on organizational performance. For attaining performance managers not only

pursue the right goals but also make available right resources to achieve desired objectives. Bakiev (2013) studying Kyrgyzstan police officers investigated the hypothesized impact of organizational commitment on the perceived organizational performance and it transpired that perceived organizational performance has a positive relationship with organizational commitment. At the same time opposite findings were obtained in some other research too, for instance Bicer et al., (2009) revealed insignificant relationship between the two concepts which were organizational commitment and perceived organizational performance.

Organizational Citizenship Behaviour

It is the prerequisite for Organizational commitment which is an attitudinal concept that depicts the behavior of the workforce that is considered extra participation or performance that leads to the effectiveness of the corporation. The Reward system does not explicitly recognize it. Through the research study findings, it is revealed that there is a significant positive relationship between Organizational Citizenship Behaviour and organizational commitment (Morrison & Robinson, 1997). Organizational Citizenship Behaviour is important for the sustainable growth of the organization. Organizational Citizenship Behaviour is said to be discretionary behaviour (Organ, 1988). The research study carried out by Moorman (1991) has shown that organizational commitment, job satisfaction and perception of justice are considerable predictors of Organizational Citizenship Behaviour (Moorman, 1991). Through the meta-analysis, Organ and Ryan (1995) realized that some attitudinal variables depicted a strong relationship with Organizational Citizenship Behaviour such as satisfaction, fairness, and commitment. Organizational Citizenship Behaviour is an extra effort which is beyond the formal responsibilities. It shows the feeling of belongingness. This concept is purely related to providing benefits to the organization by the employee. There are two classifications of Organizational Citizenship Behaviour such as positive contribution which means helping someone and another avoid harmful behaviour which means say no to abusing the rights of someone. The research has proved a positive or direct relationship between organizational citizenship behaviour and organizational performance (Shore & Wayne, 1993).

Perceived Organizational Support

Perceived organizational support leads to improved performance, decreases stress, ensures positive mood at the job place and desire to stay

in the organization. According to the meta-analysis around 167 research studies on perceived organizational support found four outcomes related to the workforce such as organizational commitment, job satisfaction, performance, and intention to leave. The research findings of Riggle et al., (2009) concluded a statistically strong positive impact of perceived organizational support on job satisfaction and organizational commitment, a moderate impact on employee performance, and a strong inverse relationship with intentions to leave. Perceived organizational support leads to organizational commitment (Riggle et al., 2009; Ahmed et al., 2015). It is also found that perceived organizational support has an impact on employee engagement, organizational commitment and job satisfaction; on the other hand moderate relationship with organizational citizenship behaviour and turnover intention (Ahmad et al., 2015). Perceived organizational support gives satisfaction to the employees and it influences the discretionary behaviour of them. Nowadays most of the organizations have started to focus on their human resources to compete with their rivals. To get the best output from their employees, organizations are required to invest in them and give them the necessary support. The support could be tangible and intangible. The support of the organization has a reciprocal effect. This relationship between employees and organizations is based on the exchange of efforts for each other.

Training and Development

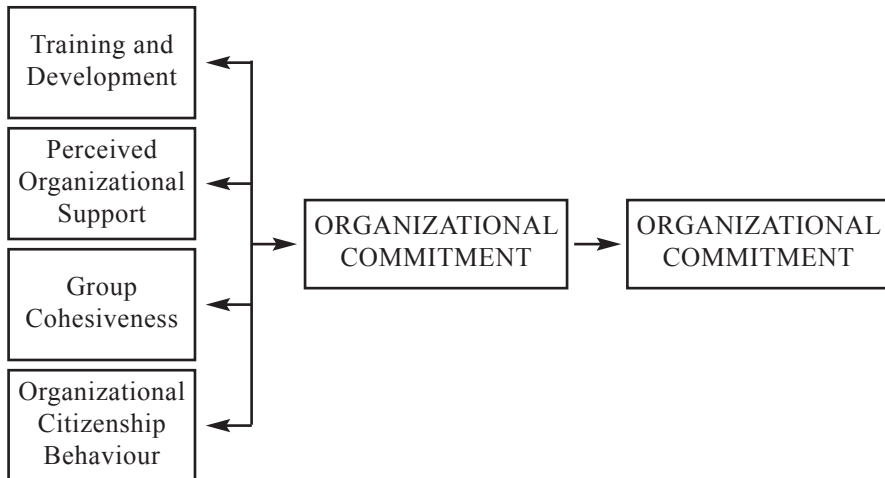
Training is a practice that leads to investment in the workforce and simultaneously increases the level of perceived organizational support. Trained employees feel that they are supported by their organization to fulfil their responsibilities which develop satisfaction and commitment among them. Training leads to the development of various skills, knowledge, and behaviour which differentiate a trained individual from untrained. It helps old employees to meet the current requirement of the job and help them to retain their jobs. On the other hand, it gives confidence to the new entrants. Training & Development raises the level of organizational performance (Shepard et al., 2003). Armstrong (2000) stated the firm must very carefully design the training session for its employees. The requirement of the workforce must be born in mind while arranging training programs (Ginsberg, 1997). Tsaur and Lin (2004) stated that training design and delivery style are important to be considered while arranging training programs. Training not only plays a significant role for the employees but also for organizations and inappropriate training

programs are merely a waste of efforts, time and financial resources. Proper training not only helps employees to perform their job but also saves time.

Group Cohesiveness

The success of organizations depends on the level of cohesiveness (Sapran, 2010). Group cohesiveness shows the tendency for a group to work together for the attainment of various goals. For the achievement of organizational performance, it is important to focus on group cohesiveness. Therefore, research based on organizational performance is improper in the absence of group cohesiveness (Elenkov, 2002). Group cohesiveness can be classified into task cohesion and social cohesion. Group cohesiveness develops the feeling of belongingness and supports which ultimately enhance job satisfaction that influences the creativity of the employees. To meet the challenges of the competitive environment, the cooperative movement must be adopted to attain improved performance (Sapran, 2010).

The theoretical framework for the research study:



Hypotheses

The following hypotheses have been tested in the current study.

H₁. Training and development, Perceived Organizational Support, Group Cohesiveness, and Organizational Citizenship Behavior, are significant predictors of organizational commitment.

H₂. Organizational Commitment has a significant positive relationship with Organizational Performance.

RESEARCH METHODOLOGY

Doctors working in public healthcare hospitals are the population of this study. A simple random sampling technique was used to select the sample. The questionnaire contained 50 statements out of which 38 statements were based on Organizational Commitment and its factors and 12 statements were on Organizational Performance. Items on Organizational commitment are taken from the studies of Richard T. Mowday, Richard M. Steers, and Lyman W. Porter and on Organizational Performance from Armstrong (2012) with some adjustments. Factors questions are self-administered. The research is conducted to analyze the influence of organizational commitment on the performance of the healthcare organization which is quantitative. Organizational commitment is the independent variable and organizational performance is the dependent variable. The research was conducted on healthcare professionals during January 2020. Public hospitals were considered situated in Karachi which has been chosen to cover the variety of behavior of respondents, questionnaires were developed to collect the data. 80 questionnaires were distributed and 50 were collected back and only primary data were considered. Likert scale is used ranging from 1-Strongly agree to 5-Strongly disagree.

Table 1: Reliability Test of Research Instrument

Cronbach's Alpha		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.781	0.819	6

The value of Cronbach's alpha is 0.78, showing a higher level of internal consistency for our scale with this specific sample. We observed that removal of any factor, except Organizational Citizenship Behavior resulted in a lower Cronbach's Alpha. Removal of OCB lead to a small improvement in Cronbach alpha, and the "Corrected item-total Correlation" value was also low for this item.

Data Analysis and Result interpretation

Organizational commitment has a highly positive association with organizational performance $r = 0.821$. Simultaneously organizational commitment has a significant positive relationship with Training & Development, Perceived Organizational Support, Group Cohesiveness,

and Organizational Citizenship Behavior. Among all the factors of organizational commitment, it is noticed that Training & Development is highly associated with organizational performance ($r = 0.529$).

Table 2. Person Correlation

	TD	GC	POS	OCB	OC	OP
Training & Development	Pearson Correlation Sig. (2-tailed)	1				
Group Cohesiveness	Pearson Correlation Sig. (2-tailed)	0.4049** 0.004	1			
Perceived Organizational Support	Pearson Correlation Sig. (2-tailed)	0.3046* 0.031	0.5929** 0.000	1		
Organizational Citizenship Behavior	Pearson Correlation Sig. (2-tailed)	0.217 0.131	0.277 0.051	0.1072** 0.458	1	
Organizational Commitment	Pearson Correlation Sig. (2-tailed)	0.334* 0.018	0.6502* 0.000	0.6119** 0.000	0.3577* 0.011	1
Organizational performance	Pearson Correlation Sig. (2-tailed)	0.529** 0.000	0.5358** 0.000	0.4635** 0.001	.243 0.088	0.8215** 0.000

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

* . Correlation is significant at the 0.05 level (2-tailed).

Training and Development = TD, Group Cohesiveness = GC, Perceived Organizational Support = POS, Organizational Citizenship Behavior = OCB, Organizational Commitment = OC, Organizational Performance = OP

It is found that among all of the factors, organizational commitment is highly associated with group cohesiveness ($r = 0.65$) and then perceived organizational support ($r = 0.612$) which depicts that in public healthcare domains group cohesiveness and perceived organizational support leads to organizational commitment. It shows that group cohesiveness with perceived organizational support develops a feeling of organizational commitment among doctors. On the other hand, within the factors of organizational commitment, organizational support, and group cohesiveness are highly associated with each other ($r = 0.593$).

Regression

Table 3: Organizational Commitment vs all other factors

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	1.191031	0.224497	5.305327	3.31E-06	Significant
Training and Development	0.020047	0.073865	0.271404	0.787321	Insignificant
Group Cohesiveness	0.239668	0.088422	2.710514	0.009475	Significant
Perceived Organizational Support	0.264128	0.091105	2.899158	0.005766	Significant
Organizational Citizenship Behavior	0.111788	0.055932	1.998653	0.051709	Insignificant

Dependent variable: Organizational Commitment.

MODEL # 01:

Organizational commitment = 1.191031+ 0.020047 Training and development + 0.239668 group cohesiveness + 0.264128 organizational support + 0.111788 organizational citizenship behavior R-Square= 0.545

Hypothesis 1

Training and development, perceived organizational support, group cohesiveness, and organizational citizenship behavior are significant predictors of organizational commitment.

Interpretation of Regression

Training & development, perceived organizational support, group cohesiveness & organizational citizenship behavior are considered as independent variables and organizational commitment as a dependent variable. The equation shows that the coefficient for group cohesiveness is 0.239 units which indicate that for every 1 additive unit in group cohesiveness, we can expect to increase organizational commitment 0.239 units, while other factors remain constant and having P-value 0.009. Another factor that is dominating considered perceived organizational support. The coefficient of organizational support is 0.264 units with P-value 0.005, so by increasing 1 additive unit in perceived organizational support, we can expect to increase organizational commitment by 0.264 units while other factors remain constant. In short organizational support and group cohesiveness are meaningful variables in this model and can have a very significant impact on organizational commitment of the

healthcare units as compared to the other variables such as Training and Development, and Organizational citizenship behavior. Organizational commitment is 54% influenced by the above four factors. ($r^2 = 0.545$).

Table 4: Organizational Performance v/s organizational Commitment

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	-0.51273	0.24794	-2.06797	0.044055	insignificant
Commitment	0.930825	0.093267	9.980203	2.7E-13	significant

Dependent Variable: Organizational performance.

MODEL # 02

Organizational Performance = - 0.51273 + 0.930825 organizational commitment R-square = 0.675

Hypothesis 2

Organizational commitment is independent variable while organizational performance is dependent variable. It has been analyzed through the equation that the coefficient of commitment is 0.931 units which indicate that for every additive unit in the organizational commitment we can expect organizational performance to be increased by an average 0.931 units. The P-value of the coefficient is 2.7×10^{-13} which indicates that organizational commitment is a meaningful variable in this model and having a significant influence on the effectiveness and efficiency of the performance of the healthcare units. The result shows that organizational performance is 67% influenced by organizational commitment in this study as R square or $R^2 = 0.675$.

ANOVA

Table 5. Organizational Commitment Vs all other factors:

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	4	10.25186	2.562964	13.4782	2.67157E-07
Residual	45	8.557033	0.190156		
Total	49	18.80889			

ANOVA table for organizational commitment, as compared to other factors (training and development, perceived organizational support, group cohesiveness, and organizational citizenship behavior) shows the f statistics are 13.4782. The probability of observing a value greater or equal to 13.4782 is 2.671577×10^{-7} less than 0.025. There is strong evidence that $\beta_1 \neq 0$.

Table 6. Organizational Performance v/s organizational Commitment

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	16.29667	16.29667	99.60444	2.70258E-13
Residual	48	7.853467	0.163614		
Total	49	24.15014			

Interpretation of ANOVA

ANOVA table for organizational performance v/s organizational commitment shows that f statistics is 99.60444. The probability of observing a value greater or equal to 99.60444 is P-value 2.70258×10^{-13} less than 0.025. There is strong evidence that $B1 \neq 0$.

Limitations

This study is conducted only in public hospitals situated in the city of Karachi; Pakistan due to a limited period. Recommendations and conclusions will be beneficial for healthcare service providers in Pakistan.

FUTURE LINE OF STUDY

Here we have conducted a detailed study on correlating Organizational commitment and Organizational performance by considering some factors of organizational commitment such as training and development, perceived organizational support, group cohesiveness and organizational citizenship behavior but some other factors are required to be considered such as Organizational Culture, Motivation, Leadership Style. The above factors must be considered in the future study.

CONCLUSION AND RECOMMENDATIONS

Researchers believe that commitment affects individuals' behavior that influences the overall performance of the organization than formal rules and regulations. The research study confirms the findings of Bakiev's (2013), the intensity of organizational commitment is influencing the performance of the organization working in healthcare units. Through the modification and emphasizing commitment, healthcare units improve the sustainable growth level which will affect the overall efficiency of the organization. Faster growth can be attained through committed employees. It has been observed that creative and sophisticated plans and programs defined by the top-level managers remain unexercised without organizational commitment. The research found that the factors committed to the performance of the organization much be considered sensitively in the extensive competitive environment. The evaluated results through

SPSS presented meaningful relationships existing between the organizational commitment and organizational performance which is positive. It is also observed that training and development, Organizational Support, Group Cohesiveness, and Organizational citizenship behavior are also playing a vital role to attain organizational commitment and side by side performance in healthcare units. It can be interpreted that employees' observation regarding the performance of their organization affects their organizational commitment which influences the overall organizational performance; the level of organizational commitment is also affecting how the employees are observing the performance of their organizations however these findings of the research study cannot be generalized to all healthcare units because it is conducted in a publicly owned hospital in Karachi. The functioning of healthcare units varies from place to place and also influenced by the ownership either public or private. Further data can be collected from the private hospital to evaluate the relationship between variables.

Moreover, other associated concepts related to organizational commitment like job satisfaction, motivation and culture can be additionally studied to further obtain clarity related to the relationship between the hypothesized concepts and assess whether the relation between the organizational commitment and performance is affected by mediating or moderating the additional variables. Similarly, it can be further evaluated from health care sector, whether the positive organizational performance has an effect on associated factors like satisfaction and motivation. In this research the projected impact of organizational commitment was evaluated in the health care units' performances. Further studies in the same field may obtain the reverse outcome with the same hypothesis i.e. influence of organizational commitment on the overall performance of the organization.

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