
| RESEARCH ARTICLE

Organizational Commitment and its Relationship to the Employees' Work Performance of an Oil Company

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| ABSTRACT

The study aimed to describe employees' organizational commitment in an oil company and assess its relationship to work performance. This study is structured on a descriptive-correlational research design because it allows objectivity and fast data collection, complete with analysis presented in statistical form for a thorough overview of the findings. Affection within the organization cannot be perceived in the settings of this study. Commitment that is filled with a sense of belonging does not exist and is not built within the organization. Such a form of commitment is usually developed within organizations that are highly social in nature, wherein the sense of being emotionally attached to one family is present. This can further be concluded as a result of probable internal relationships between leaders and fellow members, as it was mentioned that the development of such a construct within one's self is affected by diverse factors such as management practice and organizational culture. It is, therefore, important that managers identify affectively committed employees to encourage employees with a normative commitment to share their side of the story about their organizational experiences.

| KEYWORDS

Organizational Commitment, Relationship to the Employees, Work Performance

| ARTICLE INFORMATION

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1. Introduction

Organizational commitment has been studied extensively over the past few decades by academics and practitioners alike, which explains why it is so important to businesses. Positive relationships between organizational commitment and employee performance were found in earlier studies (Suliman and Lles, 2012). A meta-analysis of 51 empirical research undertaken by Jaramillo et al. (2014) indicated a favorable association between organizational commitment and job performance. Today, every corporation must have a devoted team to survive in the increasingly competitive business world.

When it comes to organizational effectiveness, organizations are experiencing significant problems, from downsizing, re-engineering, or restructuring to an explosion of information and a rise in the diversity of the workforce. These changes are anticipated to occur in public enterprises, including institutions, as emphasized by Nordin (2012). Workplace commitment may affect the performance and efficiency of a company (Meyer & Herscovitch, 2010). According to their studies, certain employee behaviors are considered to be behaviors for organizational effectiveness. These behaviors include employees joining and remaining with the organization, fulfilling specific role requirements, taking the initiative and acting spontaneously in ways that go beyond prescribed roles (Shahid and Azhar, 2013). Corporate commitment is one of the instruments managers can use to examine employees' identification with organizational goals and loyalty, tying them to their workplace (Zayas-Ortiz et al., 2015).

It is believed that commitment has a significant role in the success of the company. The reason why commitment is valued so highly is because it helps firms retain more employees, which raises achievement, productivity, and effectiveness. Organizational

commitment, which is the relationship's attitudinal component, has recently received a lot of attention. No firm can operate at a high level unless each person is dedicated to the goals of the company and works well as a team member, according to Shahid and Azhar (2013). Chughtai and Zafar (2016) argued that it's crucial to foster organizational commitment among employees since dedicated workers are more likely to stick with their company, perform better, and exhibit corporate citizenship behavior. Organizational commitment is a result of a number of elements, including employee belief in and acceptance of the organization's aims, values, and objectives, as well as a strong desire to work for it and stay with it.

2. Review of Related Studies

2.1 Organizational Commitment

According to the study by Qaisar, organizational commitment is "the relative strength of an individual's identification with and involvement in a particular organization" (2012). After that, three components have been employed by numerous academics to explore the organizational commitment construct (e.g. Canipe, 2010; Chen and Francesco, 2016). According to earlier studies, all three components are (i) affective commitment, which is based on a worker's emotional association, participation, and recognition in the organization; (ii) continuance commitment, which refers to costs an employee would incur if they left the organization; and (iii) normative commitment, which refers to an obligation that an employee perceives to remain in the organization (2012). They added that emotional, continuation, and normative commitment, in that order, describe an employee's desire to 'want' to do the job, as well as their needs and obligations to complete the job.

2.2 Three Component Model of Organizational Commitment

The Meyer and Allen three-component model of organizational commitment consists of three commitment-related dimensions: affective commitment, continuation commitment, and normative commitment. According to research, there is a substantial overlap between Allen and Meyer's three-component model and Mowday et al. (2017) conception of commitment, especially the affective component. The three-part Allen and Meyer model will be used for this study's purposes in order to avoid restricting the study's research parameters to the emotive idea of commitment alone.

Affective Commitment. According to Allen and Meyer, the affective aspect of organizational commitment refers to employees' emotional ties to, identification with, and participation in the company. Employees with strong emotional connections and high degrees of identification and participation with the business are, therefore, more likely to stay with the organization because they want to rather than because they have to or should (Allen & Meyer).

Affective commitment is thought to be the most potent type of organizational commitment since it is based on internal motivation rather than extrinsic drive, according to Verkhohlyad and Mclean (2012). As a result of the organization's good treatment, this kind of commitment develops over time (Lambert et al., 2015). When a person engages in understanding the value-relevance of his or her identity from the organization, affective commitment develops. Loyalty to the organization, identification with the organization, and participation in the organization are its fundamental components. According to Lambert et al. (2015), the fundamental principle behind this form of commitment is that people choose to join the organization and desire to stay there.

According to reports, a number of elements play a role in how affective commitment develops. These variables include everything from organizational and personal traits to professional experiences. Organizational culture and some organizational level policies are examples of organizational features. The development of affective commitment has reportedly been influenced significantly by judgments of justice and the fairness of organizational policies.

Personal characteristics include dispositional factors like personality traits and values, in addition to demographic factors like age, gender, and length of employment. It has been discovered that work experiences and affective commitment are associated. These elements include the difficulty of the job and the range of talents that employees use (Wong et al., 2017). According to Aladwan et al. (2013), the type of business, the jobs held, and the number of employees may all have an impact on the affective commitment of employees.

The fact that affective commitment affects a wide range of individual behavior and attitudes in the workplace explains the intense interest in studying it (Yousaf et al., 2015). According to Bell-Ellis et al. (2015), among all the different types of commitment, affective commitment has been found to be most strongly correlated with favorable organizational and personal outcomes, with the effects of the continuance and normative components of commitment being outweighed by Tornikoski's (2011) findings. As a result, affective commitment is linked to decreased stress, decreased work-family conflict, decreased turnover, decreased absenteeism, enhanced performance, and greater organizational citizenship behavior, according to Meyer et al. (2017) and Rego et al. (2015). (Meyer et al., 2017).

Continuance Commitment. Knowing the price of quitting the organization is referred to as having a continuance commitment (Shiva and Suar, 2010). It has to do with the effort needed to maintain employment and the expenses involved in leaving the company (Bell-Ellis et al., 2015). When an employee understands that they risk losing investment in the company or that there are no other options available to them but to stay with the company, they become more committed to staying (Rego et al. 2004). These investments range from financial to mental to emotional, such as pay and benefits, retirement plans, skills, social connections, and opportunities missed (Lambert et al., 2015).

Financial and non-financial investments, such as status and friendship with coworkers, are two other categories of investments made in the company. Financial investments include pay, perks, job security, and retirement funds (Cho and Huang, 2012). As a result, the employee develops a link with the company because he or she is forced to do so (Lambert et al., 2015).

Age, duration, professional satisfaction, and intent are a few of the factors that can affect the formation of continuance commitment, according to Kont and Jantson (2014). Employees who are very committed to their jobs will not be driven to provide the company with more than what is required to keep them there. According to Rego et al. (2015), this kind of commitment may have a negative impact on work behaviors. This was corroborated by Allen and Mayer (2016), who emphasized that those with significant continuance commitment might feel particularly resentful of the situation in which they find themselves in the absence of other reasons for staying; conceivably, this could lead to poor work conduct.

Normative Commitment. A person's moral conviction that staying in the organization is the proper and moral thing to do results in normative commitment, which is a responsibility to the organization. As a result, people with strong normative commitments continue to work for the organization because they feel they should (Stan, 2013). It happens when people accept the conditions of a psychological contract, receive rewards that make them feel obliged to repay others, or adopt organizational standards through socialization. Rego et al. (2015) claim that this may be the outcome of the internalization process people go through either before or after joining the business.

Some of the most crucial elements that affect how normative participation is viewed are leadership and culture. Leadership is crucial in fostering normative commitment because it exemplifies high moral standards, justice, and integrity. Regarding culture, a variety of cultural factors have an impact on how normative commitment is interpreted and what it means.

Power distance and future orientation, among other cultural characteristics, are said to have an impact on normative commitment, according to Meyer and Parfyonova (2010). It is anticipated that employees with normative commitment will significantly benefit the company. These contributions, however, are typically less significant than affective engagement because employees do not bring the same levels of zeal and interest with them. Additionally, employees with normative commitment may resent their sense of debt to the organization, which could affect how they carry out their professional duties (Allen and Meyer, 2016).

2.3 Antecedents of Organizational Commitment

According to research on organizational commitment, antecedents can be divided into two categories: human traits and situational features. Age, length of employment, educational attainment, and gender of the employee are all personal variables that are determined on an individual basis. Organizational policies, structures, and practices serve as intermediaries for situational qualities, which are influences (Kassahun, 2016).

Age. One of the most popular personal traits that researchers look into to see how it affects commitment is age. According to Kassahun, numerous research studies have demonstrated a link between workers' ages and degrees of dedication (2016). Mathieu and Zajac (2005) conducted a meta-analysis and discovered a moderately favorable link between the two variables. They also discovered that as people get older, leaving an organization becomes more expensive and has fewer alternatives. Meyer and Allen also stated that "older workers become more attitudinally committed to an organization for a variety of reasons, including higher pleasure with their occupations, better positions, and "cognitively justified" continuing in an organization (as mentioned in Mathieu & Zajac, 2005).

Whether age affects organizational commitment is up for debate. According to Allen and Meyer (2016), it is challenging to examine age as a variable because other variables, such as tenure, life experience, and work experience, also affect age. Age and organizational commitment are higher at an early age than for the complete and subsequent career stages, according to Cohen's (2013) meta-analysis report.

Among Turkish secondary school teachers, Yuçel & Bektas (2012) investigated whether age acts as a moderator in the link between job satisfaction and organizational commitment. Only 173 of the 432 questionnaires that were issued for the study's purposes were returned. The results proved aging had a moderating impact.

Igbeneghu & Popoola examined how age affected the organizational commitment of medical records workers in university teaching hospitals in Nigeria (2010). Ex post facto, that was the investigation plan. In this study, three and 59 participants were involved. The results of the study demonstrated a strong correlation between organizational commitment and age.

Additionally, Jena (2015) discovered a favorable correlation between age and organizational commitment. For the purpose of gathering information, he employed the practical sampling technique. Although he administered 260 questions, only 240 sheets of data were returned. Shift workers from the five ferroalloy plants in Odisha made up his samples.

Again, it should be noted that the age variable is not a reliable measure of organizational commitment. Further research is consequently necessary.

Gender. Previous research on the relationship between gender and commitment revealed that women seemed to be more committed, and it was concluded that this was because they joined traditionally male-dominated organizations, where they had to work harder and have more to prove. As a result, they felt more devoted to the organization as a whole. Contrary to earlier research, Mathieu & Zajac (2005) discovered in their meta-analysis that contemporary studies generally have not demonstrated a clear association between gender and organizational participation.

Fisher, Boyle, and Fulop (2010) used both a grounded theory and a qualitative technique in their study and discovered that there are differences between how men and women communicate their emotions. Women who work with men, therefore, occupy the position to express their feelings differently, and this is seen as a sign of less devotion on their part. A portion of this research includes academic staff members. Additionally, they made note of the fact that the items on the scale created by Allen and Meyer (2016) only consider the organizational contribution of men, not women. In conclusion, it is clear that research on gender and organizational engagement is complicated. There has been no research that categorically indicates that either a positive or a negative relationship exists.

Khalili & Asmawi conducted a study that looked at how gender disparities affect organizational commitment (2012). For the aim of the study, 108 employees—54 men and 54 women—from private, small- and medium-sized businesses were chosen at random. The results demonstrated that there was no difference in total organizational commitment between men and women. Men and women only significantly differed in terms of normative engagement. It was discovered that male involvement with women was higher on an affective and ongoing basis.

Dogar (2014) conducted a study in Istanbul, Turkey, and used a sample of 200 people from the banking industry. The study's objective was to look into how a demographic characteristic affected organizational involvement. Only 200 of the 400 postally delivered questionnaires were returned and subjected to analysis. The results of the t-test indicated that there was no gender disparity in their organizational commitment.

Affum-Osei, Acquah, and Acheampong (2015) carried out a quantitative study to investigate whether there is a gender disparity in organizational commitment. They also discovered that they had a moderate level of commitment to both male and female employees. They used a survey that included 236 employees from ten branches of a Ghanaian commercial bank. Ninety-two men and one hundred and fourteen women participated in this study. In this study, 26 men and 74 women participated.

Tenure. According to a study by Meyer and Allen (quoted in Kassahun, 2016) on the relationship between commitment and duration within a company, middle management employees were less engaged than entry level and senior management personnel. According to research, a number of things may have an impact on the level of commitment. According to some theories, senior management employees have been with the company for long enough to be competent and secure in their positions. According to Kassahun (2016), the length of service affects how much an employee identifies with the company. The cost of leaving the company can also be a factor. It can be financially advantageous to remain rather than look for new employment. According to Mathieu and Zajac (2005), employees stay with a company longer when side bets are higher. When an employee first joins a company, they only expect to be loyal to that organization, which leads to increased levels of involvement.

Joiner and Bakalis (2006) conducted a study among part-time academics employed in Australia's tertiary education system. A survey approach was employed as the analysis's model. The school's principal distributed 245 surveys to eight different schools. The researcher was not there when the data were gathered in order to preserve confidentiality. The administrator was informed of the specifications for sampling inclusion. There were just 78 surveys returned. The conclusion that a longer tenure is correlated with more engagement was rejected.

A study of the management staff at private universities in Nigeria was done by Popoola (2009). The study was ex post facto in its design. This analysis was carried out by 24 universities utilizing 220 surveys. The study's objective was to investigate the connection between the socioeconomic component, work satisfaction, control position, and organizational commitment. This reveals that the respondents' organizational commitment and employment tenure had a pronounced positive association. In other words, the service year is longer when there is increased organizational participation.

Chaudhry and Saini (2014) published research to examine the impact of demographic factors on organizational involvement in the banking industry. The organizational engagement of bank personnel in the public and private sectors was also examined in comparative research. Managers and non-managers working in various branches of public sector banks and private sector banks situated in Haryana made up the sample. The respondents included 302. Both managers and non-managers participated. Their findings demonstrated that, despite differences in work experience, workers at various public and private banks were equally committed to their organizations.

Khurshid and Fauzia evaluated the role a demographic component played in predicting organizational loyalty among college professors in Islamabad (2015). Using a stratified random sample, they chose fifty male and fifty female teachers for their analysis. The study offered both a qualitative and a quantitative method for evaluating college professors' levels of dedication. Their findings suggested that those who work for more years have a larger organizational commitment.

Level of Education. Mathieu and Zajac (2005) conducted a meta-analysis on the connection between education and levels of participation and found a marginally inverse correlation between the two. According to Mowday et al. (2017) and Mathieu and Zajac (2005), "this inverse relationship may result from the fact that more educated people have higher expectations that the organization may not be able to meet." Mathieu and Zajac (2005) argued that the more educated a worker is, the more alternative opportunities for jobs might be available, and as a result, they might have no high commitment.

Studies have also shown that organizational engagement decreases with increasing academic credentials (Ali & Zafar, 2006; Joiner & Bakalis, 2006). This theory's justification is that workers with greater knowledge can work anywhere and have higher expectations of firms. Although workers had fewer skills, it was challenging to leave a job and obtain a new one.

Eighty full-time employees of insurance companies in Thimphu, Bhutan's capital city, were profiled by Jafri (2011). Data was gathered using standardized questionnaires. In this study, he examined if organizational commitment is influenced by demographic characteristics. The study's findings demonstrated a connection between an employee's educational background and organizational dedication, which was proven to be a potent and favorable predictor of work success. The result of the study suggests that if a company needs to have dedicated workers, it should bank for a long time on old staff and even on staff working in the organization.

Due to conflicting results, the literature indicates that it is challenging to state categorically if an employee's demographic variables (gender, age, service tenure, and educational background) affect organizational involvement. Therefore, it is the responsibility of the research community to reevaluate and reinvestigate the connection between demographic factors and organizational commitment.

2.4 Consequences of Organizational Commitment

There are numerous outcomes of commitment, just as there are numerous antecedents in its development. Understanding these ramifications is crucial for organizations. Organizations can use this information to induce the commitment factor that influences employee behavior and leads to ideal workplace results.

Job performance. Job performance is the level to which an employee meets certain established organizational requirements when carrying out a certain task. An organization heavily depends on the job performance of its personnel to achieve its objectives or goals.

The two components of performance are the behavioral component (activity) and the outcome component (Borman & Motowidlo, 2004). The behavioral component might be characterized as what an individual performs while at work (Campbell, 2008). The outcome of a person's behavior, in the words of Sonnentag, Volmer, and Spychala (2008), is referred to as the outcome aspect. Although the behavior and result components are somewhat interconnected, there is no overlap between the two.

Affective commitment was found to be more closely linked to job performance than normative commitment, and continuing commitment was also found to be negatively linked to organizational commitment, according to Meyer et al. (2017) meta-analysis

on the relationship and effects between the three components of commitment and Meyer, Stanley, and Parfyonova's (2012) research on employee commitment.

Turnover. Numerous research studies have looked into the definition of organizational involvement and how it relates to the intention to leave. The majority of studies emphasize that organizational engagement is a good indicator of the intention to leave an organization (Meyer & Allen, 2000; Powell & Meyer, 2004). Studies on the relationship between organizational commitment and turnover intentions by Angle and Perry (1981), Allen and Meyer (2000), Mathieu and Zajacac (2005), Mowday et al. (2017), and Muchinsky (2003) have suggested that commitment has a strong negative impact on the intention to leave an organization. Researchers Meyer and Allen (2000), Lee, Ashford, Walsh, and Mowday (2017), as well as more contemporary researchers Gunter, Haerani, and Hasan (2012), found a negative relationship between the three dimensions of organizational engagement and turnover intention.

Organizations, individuals, and society all depend on turnover, which has both positive and negative effects (Phillips and Connell, 2003). An employee may leave the company or have plans to do so for a number of reasons (Gaylard et al., 2005; Agapito et al., 2015).

Due to the potential additional costs it could incur for the business, turnover is a problem and a threat to organizations. Turnover is a critical issue for businesses that has significance while implementing their labor strategy (Anvari et al., 2013). The most persistent difficulty that organizations confront is continuing to retain experts, particularly in the information technology (IT) industry, given its unique characteristics and labor shortage in the Brazilian context (Joseph et al., 2007; Fernandes et al., 2013).

Affective involvement was discovered to be the most reliable predictor of the desire to leave an organization based on behavior and emotional ties (Gunter, Haerani & Hasan, 2012; Liou & Nyman, 2000; Meyer & Herscovitch, 2001). According to Allen & Meyer (2000), employees who are devoted to an organization will also decide to stay with it, which can help retain qualified and skilled workers.

Employee Performance. Researchers identified factors influencing employee performance and described employee performance in the following ways. According to Anitha (2013), the success of an individual or an organization has a significant impact on all organizational activities, strategies, procedures, knowledge management techniques, and employee engagement. These factors play a crucial role in encouraging high levels of employee performance. Islami, Mulolli, and Mustafa (2018) acknowledge performance management as a planned process, with agreement, evaluation, encouragement, feedback, and positive reinforcement serving as its primary constituents and impacting results in terms of performance objectives. Additionally, Bataineh (2017) emphasizes that an employee's success is a combination of efficiency and effectiveness in their day-to-day tasks to meet the needs of their stakeholders.

2.5 The Concept of Employee Performance

The number, quality, and timeliness of the outputs, as well as presence and attendance at work and the effectiveness of the task accomplished, are all indicators of performance (Mathis & Jackson 2009).

The successful fulfillment of responsibilities by a chosen individual or individuals, as specified and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources in a changing environment is referred to as employee performance.

According to Aguinis (2009), just the behaviors themselves are included in the definition of performance, not the outcomes of an employee's actions. Performance is not about the products that employees generate or the results of their labor but rather about conduct or what employees do. The employee's general perception of his or her behavior and contributions to the success of the organization is represented by perceived employee performance. Employee performance can be viewed from the perspective of three elements that enable certain employees to perform better than others. According to Qaisar, these elements include "declarative knowledge," "procedural knowledge," and "motivation" (2012). HR practices positively impact the effectiveness of individuals.

Carlson et al. (2006) suggested five human resource management strategies, including competitive salary level setting, training and development, performance appraisal, recruitment package, and morale upkeep, that have an impact on performance. Eight HR practices, including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure, and pension or social security in relation to the perceived performance of employees, have been the subject of a study by Tessema and Soeters (2006). Therefore, it can be said that these HR practices are positively and significantly related to how employees view their performance.

Employee performance and productivity, according to Richard (2000), is a measurement of the output from a manufacturing process per unit of input. The technical or engineering efficiency of production can be measured using productivity. As a result, the emphasis is on numerical measurements of input and, occasionally, output. Productivity differs from allocative efficiency measurements, which consider the monetary value of the output as well as the cost of the inputs used, and from metrics of profitability, which look at the difference between the income from the output and the cost from input consumption. Combining different material and immaterial inputs to create something for consumption is the process of production. Technology refers to the processes used to combine industrial inputs to create output. By using the production function, which explains the relationship between input and output, technology can be quantitatively represented. When contrasting technologies, the production function can be used as a gauge of relative performance. The mechanism of economic growth is simply described by the production function. Any rise in a country's or company's production is considered economic growth. The national product or firm output growth is typically represented as an annual growth percentage. The two components of real economic growth are as follows: an increase in manufacturing input and an increase in productivity include these elements.

2.6 Factors Affecting Employee Performance

Some scholars and practitioners claim that a number of factors, both individually and collectively, have a favorable or negative impact on employees' performance, including:

Leadership. A leader is someone who motivates a group of people to accomplish shared objectives (Northouse, 2007). A leader's attitude and behavior together form their leadership style, which influences how they interact with their subordinates in certain ways (Dubrin, 2004). The leadership style used by a business affects whether or not employees perform well (Armstrong & Murlis 2004; Cronje et al. 2001).

Coaching. Coaching is becoming a crucial method for raising performance (Champathes, 2006). Coaches highlight what can be better and how it can be improved, demonstrating that it is not a one-way dialogue. Additional coaching focuses on the attitudes and habits that limit performance (Toit, 2007).

Empowerment. One previous researcher defined success as achievement, accomplishment, and attainment that is the result of empowerment as follows: (1) Individual success in the form of employee role performance, (2) Organizational success that is attained as members of the organization accomplish collective organizational goals and objectives, and (3) As organizational members share a mutually beneficial and fulfilling work experience that satisfies both social and personal growth needs as a result of the work experience (2012). Additionally, empowerment significantly improved both performance and happiness (Bartram and Casimir, 2007). Furthermore, empowerment had a stronger correlation with followers' in-role performance than it did with followers' contentment with the leader.

Participants. According to Chen and Tjosvold's research from 2006, participation management is the practice of involving employees in the decision-making process so that they feel like they have the chance to debate issues and can have an impact on organizational decisions. Participation has a positive overall effect on employee work performance and turnover rates. Additionally, businesses can take measures to alter the amounts of these mediator factors in their personnel, which may boost the beneficial performance benefits of employee engagement (Lam et al., 2002).

According to Qaisar, a strong organizational culture fosters adaptation and improves employee performance by inspiring workers to work toward a common goal. Finally, operational and functional strategies should place a strong organizational culture at the forefront in order to shape and channel employees' behavior in that particular direction (2012). According to Qaisar, one of the fundamental elements of corporate culture is the shared value of the workforce (2012). According to Schein (1994), value, which is a set of social norms that establish the guidelines or framework for how members of a society should interact and communicate with one another, is a reflection of causal cultural presuppositions. Academics and business professionals contend that an organization's performance is influenced by how generally held its ideals are (Peters and Waterman, 1982). Similar to how it is sometimes asserted that by diminishing these values, bad outcomes may result, it is also possible for management to forecast how employees will respond to specific strategic decisions (Ogbonna, 1993).

2.7 Organizational Commitment-Performance Relationship

Numerous studies have been conducted to evaluate the link between organizational commitment and performance. Results from earlier investigations have produced a range of conclusions. Organizational commitment and performance have been found to be positively correlated in some studies (Meyer et al., 2017), whereas other studies have indicated a very weak, unimportant, or insignificant correlation between the two (e.g. Leong et al., 2016; Wright, 2016; Mathieu & Zajac, 2005). This variance in outcomes is a function of the conceptualization of commitment (Benkhoff, 2010).

3. Significance of the Study

The researcher believe that the results of the study would be beneficial to the following:

Human Resource Department. The study can help the HRD identify appropriate programs to boost the employees' organizational commitment, which can lead to better work performance.

Employees. The results may be an avenue for all the employees to become completely aware, extend knowledge about their organization, and be able to express their full commitment.

Oil Companies. The output of this paper can be helpful to other oil companies in enhancing their existing human resource policy considering employees' work performance.

Future Researchers. Future researchers may also benefit from this study's findings because it could be a beneficial piece of literature. They might be motivated by this to carry out experimental research on how organizational commitment affects job performance.

3.1 Theoretical Framework

3.1.1 Organizational Performance and Work Commitment

According to Dinc (2017), organizational commitment has three (3) components, which are affective, continuance and normative commitment. The study by Dinc (2017) recommended that enhancing organizational commitment among employees is an important aspect of making them perform better.

3.2 Conceptual Framework

The study will be anchored on Dinc's research (2017) entitled "Organizational Commitment Components and Job Performance: Mediating Role of Job Satisfaction. This study examined the impact of three components of organizational commitment (affective, continuance and normative commitment) on the performance of its respondents. The result of the study recommended that enhancing organizational commitment among employees is an important aspect of increasing their job performance.

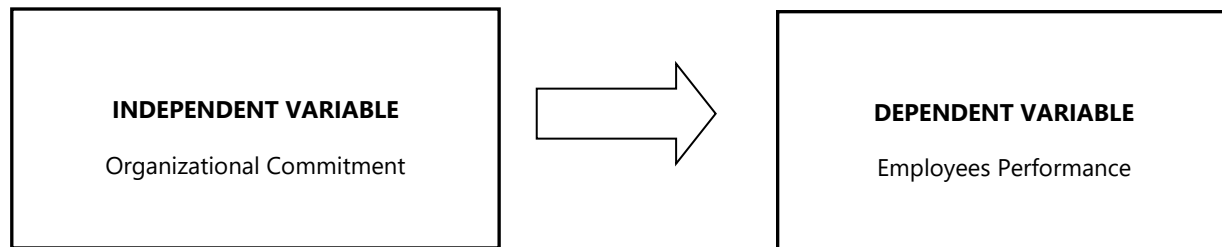


Figure 1. Conceptual Framework of the Study

This research shall assess the relationship of an oil company employees' commitment to their work performance.

The output of this study is expected to contribute to the modification of human resource employee programs of an oil company in increasing employee commitment, leading to better work performance.

3.3 Statement of the Problem

The study aims to describe employees' organizational commitment in an oil company and assess its relationship to work performance.

It sought to provide answers to the following specific questions:

1. What is the perception of the employee on organizational commitment with respect to:
 - 1.1 Affective Commitment;
 - 1.2 Normative Commitment and
 - 1.3 Continuance Commitment?
2. What is the level of employees' work performance in the warehouse company?
3. What is the extent of the relationship between organizational commitment and work performance in a warehouse company?
4. What recommendations may be posited based on the findings of the study?

3.4 Definition of Terms

Affective Commitment. In this study, it relates to how much employees want to stay at their organization.

Continuance Commitment. In this study, it relates to how much employees feel the need to stay at their organization.

Employee. In this study, it refers to an individual who works part-time or full-time under a contract of employment, express or implied and has recognized rights and duties.

Employee Performance. In this study, it refers to the measure of output from a production process per unit of input.

Job Content. In this study, these are the factors controlled by the individual, like performance, recognition, autonomy, etc., and job content factors are directly related to the individual's job.

Normative Commitment. In this study, it relates to how much employees feel they should stay at their organization.

Organizational Commitment. This study refers to the workplace that bonds employees experience with their organization.

3.5 Scope and the Limitations of the Study

The study will examine the oil company's employees' organizational commitment and its benefits. The research will analyze the relationship of organizational commitment with its components, which are normative, affective, and continuance commitment to employee work performance, particularly with job content. This study will not observe the influence of such organizational commitment to, as established, an employee's intention to stay and the rate of employee turnover; therefore, the demographic profile of the respondents as additional data will not be included. Furthermore, data will focus on how employees perceived the influence of organizational commitment towards the aim of allowing managers to understand fully its relationship to employees' work performance.

4. Methods and Techniques of the Study

This study will be structured on a descriptive-correlational research design, where a numeric score rating will be assigned to gather the assessment of the respondents in order to observe a structured pattern. The proponent opted to utilize this research design because it allows objectivity and fast data collection, complete with analysis presented in statistical form for a thorough results overview of the findings. After the quantitative descriptive assessment of organizational commitment and work performance, correlation analysis will also be used to further understand how the independent variable and dependent variable relate to each other, which is the main objective of this study.

4.1 Respondents of the Study

For this study, the employees (three years at a minimum) of the state-owned oil company will be the respondents.

4.2 Population and Sample of the Study

Furthermore, the researcher will seek the assistance of a statistician to determine the final sample size of the respondents to produce reliable statistical results for the study.

4.3 Instruments of the Study

The researcher's questionnaire will be adapted to Dinc's (2017) organizational commitment components and job performance. The validity of the instrument will be checked by a panel of experts from the field of state-owned oil companies and from the Graduate School. The instrument shall be then forwarded to the UPHS Research Ethics Committee before data gathering. After the REC approval, the reliability of each of the measure items will be tested through a pilot survey before undertaking the main data collection. Gray (2009) suggested that piloting can reduce non-response rates and improve the questionnaire's accuracy, clarity, and reliability. The pilot questionnaires will be distributed to ten (10) employees of the state-owned enterprise. Through this pilot, important concerns will be recognized, and modifications will be made before conducting the actual survey. The wording and presentation of the questionnaire will also be adjusted to increase the questionnaire's reliability.

The instrument is composed of two parts, namely:

Part I, the assessment of the respondents with the organizational commitment

Part II deals with the work performance rating of the oil company employees.

Direction: Please put a check mark (/) on the blank that corresponds to your answer:

Name: _____ (Optional)

1. The following statements are the possible employee descriptions of organizational commitment from its three (3) components. Kindly rate according to the following criteria below:

- | | |
|-------------------|----------------------|
| 4- Strongly Agree | 2- Disagree |
| 3- Agree | 1- Strongly Disagree |

I. Components of Organizational Commitment	1	2	3	4
<i>Affective Commitment</i>				
1. I do not feel like part of the family at my company.				
2. I do not feel a strong sense of belonging to my company.				
3. I do not feel emotionally attached to this company.				
<i>Normative Commitment</i>				
4. Even if it were to my advantage, I do not feel it would be right to leave my company now.				
5. I would not leave my company right now because I have a sense of obligation to the people in it.				
6. I owe a great deal to my company.				
<i>Continuance Commitment</i>				
7. I feel that I have too few options to consider leaving this company.				
8. One of the few negative consequences of leaving this company would be the lack of available alternatives.				

Figure 2. Sample indicators from the questionnaire

4.4 Data Processing and Statistical Treatment

Using the Statistical Package for Social Sciences (SPSS) version 25, the data that will be gathered in this research will be analyzed through descriptive analysis to describe the respondents' assessment of organizational commitment and work performance of oil company employees. Furthermore, the SPSS v.25 Correlation analysis will be applied to determine the relationship between organizational commitment and work performance of oil company employees. Guided by the statistician, data may be subjected to normality testing to consider the distribution of data and to know what statistical formula will be used; normal data distribution results will be analyzed with the use of Pearson-r, and non-normal data distribution results will be computed with Spearman-rho.

4.5 Presentation, Analysis, And Interpretation of Data

Statement of the Problem 1. What is the perception of the employee on organizational commitment with respect to:

- 1.2 Affective Commitment;
- 1.3 Normative Commitment and
- 1.4 Continuance Commitment?

Table 2 Descriptive Statistics in Organizational Commitment

Indicators	N	Mean	Std. Deviation	Verbal Interpretation
Affective Commitment				
1. I do feel like part of the family at my company.	112	1.60	.561	Disagree
2. I do feel a strong sense of belonging to my company.	112	1.62	.573	Disagree
3. I do feel emotionally attached to this company.	112	1.67	.591	Disagree
Overall Affective Commitment	112	1.63	.52323	Disagree
Normative Commitment				
4. Even if it were to my advantage, I do not feel it would be right to leave my company now.	112	3.65	.479	Strongly Agree
5. I would not leave my company right now because I have a sense of obligation to the people in it.	112	3.38	.541	Agree
6. I owe a great deal to my company.	112	3.57	.515	Strongly Agree
Overall Normative Commitment	112	3.61	.37193	Strongly Agree
Continuance Commitment				
7. I feel that I have too few options to consider leaving this company.	112	2.63	.870	Agree
8. One of the few negative consequences of leaving this company would be the lack of available alternatives.	112	2.84	.982	Agree
Overall Continuance Commitment	112	2.74	.73202	Agree
Valid N (listwise)	112			

Organizational commitment is “the relative strength of an individual’s identification with and involvement in a particular organization,” as cited in Qaisar’s research (2012).

As developed by Meyer and Allen, organizational commitment has three components: affective commitment, continuance commitment, and normative commitment.

In the course of this study, as gleaned in Table 4, the organizational commitment of the organization has been observed to show acceptable ($u=2.733$, $SD = .732$) organizational commitment of the employees, which was described to be highly normative in nature, as the respondents strongly agreed ($u=3.612$, $SD=.372$) that a high sense of obligation is placed in their shoulders and that indebtedness that make them stay in the organization.

Also, respondents of this study illustrated a desire to leave the organization, but due to fewer alternatives, the respondents committed to the organization continuously ($u=2.84$, $SD= .982$).

In the view of affective commitment, respondents of this study also illustrated that they do not feel a sense of belonging or empathy in the organization and further feel no emotional attachment to the organization ($u=1.63$, $SD=.523$).

With agreeable normative and continuance commitment as described in Table 4, it also illustrated the commitment of the respondents to their job, where a high level of job commitment has been observed ($u=3.39$, $SD=.206$), wherein the data gather a significant affirmation from the respondents showed that a safe and protected workplace makes them more comfortable and satisfied in their work ($u=3.86$, $SD=.351$). Compensation and fair judgment also become factors of job contentment that include fair treatment and support from their leaders ($u=2.93$, $SD=.532$). On the contrary, research has indicated that there is a clear overlap between Mowday et al.’s (2017) conceptualization of commitment and Allen and Meyer’s three-component model, particularly the affective component.

Statement of the Problem 2. What is the level of employees' work performance in the oil company?

Table 3 Descriptive Statistics in Work Performance

Indicators	N	Mean	Std. Deviation	Verbal Interpretation
1. I am satisfied with my work.	112	3.57	.515	Strongly Agree
2. I am satisfied regarding my associate works.	112	3.5	.615	Strongly Agree
3. Work makes the best use of my abilities.	112	3.29	.607	Agree
4. My physical working conditions are safe, not injurious to health, not stressful.	112	3.86	.351	Strongly Agree
5. I have a job that provides a steady employment.	112	3.16	.393	Agree
6. I feel that workplace training opportunities encourage me to work better.	112	3.43	.497	Agree
7. I am valued as a hardworking individual within my organization	112	3.18	.407	Agree
8. I need assistance in performing jobs	112	3.14	.669	Agree
9. I have the tools and resources I need to do my job.	112	3.77	.424	Strongly Agree
10. My supervisor actively listen to my issues and suggestions.	112	2.93	.532	Agree
11. I am given working hours that allow me enough time with family and time to pursue other strong interests.	112	3.4	.528	Agree
12. In my job, I am satisfied with how often I take part in problem solving.	112	3.04	.339	Agree
13. I'm happy about the promotion criteria of the employees.	112	2.82	.713	Agree
14. I am enthusiastic about my job.	112	3.15	.385	Agree
Overall Work Performance	112	3.385	.20630	Agree
Valid N (listwise)	112			

Along with this research, the correlation between organizational commitment and work performance was also observed. Before the conduct of the correlation analysis was calculated, the researcher observed the state of the distribution of data through the normality tests, where the results indicated that the data were not normally distributed; hence, Spearman-rho correlation was used to calculate the correlation of this study. It is said that when results show non-normal distribution (non-normal distributions skewed distribution with data clumped up on one side or the other with decreasing amounts trailing off to the left of the right), the Spearman Rho correlation is suggested to be used to observe the Monotonic relationship. A Monotonic relationship that does one of the following: (1) as the value of one variable increases, so does the value of the other variable; (2) as the value of one variable increases, the other variable value decreases. In which the data of this research is characterized by the results of its normality test.

Statement of the Problem 3. What is the extent of the relationship between organizational commitment and work performance in a warehouse company?

Table 4 Correlation Analysis

	Overall Affective Commitment	Overall Normative Commitment	Overall Continuance Commitment	Overall Organizational Commitment	Overall Work Performance
Spearman's rho	1.000	-.052	.061	.718**	.161
Sig. (2-tailed)	.	.583	.526	.000	.090
N	112	112	112	112	112

	Overall Normative Commitment	Correlation Coefficient	-.052	1.000	.072	.317**	.180
		Sig. (2-tailed)	.583	.	.449	.001	.058
		N	112	112	112	112	112
	Overall Continuance Commitment	Correlation Coefficient	.061	.072	1.000	.639**	.346**
		Sig. (2-tailed)	.526	.449	.	.000	.000
		N	112	112	112	112	112
	Overall Organizational Commitment	Correlation Coefficient	.718**	.317**	.639**	1.000	.369**
		Sig. (2-tailed)	.000	.001	.000	.	.000
		N	112	112	112	112	112
	Overall Work Performance	Correlation Coefficient	.161	.180	.346**	.369**	1.000
		Sig. (2-tailed)	.090	.058	.000	.000	.
		N	112	112	112	112	112

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

In this light, and with the results gathered by the researcher, organizational commitment shows moderate significance as a factor that relates to job contentment and rejects the null hypothesis that H0 – there is no significant correlation between organizational commitment and job contentment. This may attest to another research in organizational commitment, whereas antecedents are divided into two factors, namely personal characteristics and situational attributes. Personal characteristics are determined individually, including age, organizational tenure, level of education and employee gender. On the other hand, situational attributes are influences mediated by organizational policies, structures and practices (Kassahun, 2016).

However, it must be emphasized that the moderate level of correlation was affected by the non-significant weak correlation between affective and normative commitment. Therefore, the management of the Oil Company should analyze the effect level of the relationship between affective and normative commitment. Managers should identify the employees with high affective commitment and encourage them to determine the employees with high normative commitment. Employees with high affective commitment may possibly influence normatively committed employees to raise concerns and suggestions so that they will work enthusiastically.

Statement of the Problem 4. What recommendations maybe posited based on the findings of the study?

Based on the results of the findings, management recommendations may be developed for the oil company. Indicators that are identified with low mean scores can be the basis for improving both the organizational commitment and work performance observed in the oil company.

5. Summary of the Findings, Conclusions, and Recommendations

5.1 Summary of Findings

The study aims to describe employees’ organizational commitment in an oil company and assess its relationship to work performance. The questionnaire utilized in gathering the needed data for the study is an adapted instrument from the research of Qaisar (2012) entitled Exploring Effects of Organizational Commitment on Employee Performance: Implications for Human Resource Strategy. In this study, the researcher examined the impact of three components of organizational commitment (affective, continuance and normative commitment) on the performance of its respondents.

The following are the answers to the specific problems identified in Chapter I.

Problem 1: What is the perception of the employee on organizational commitment with respect to affective commitment, normative commitment and continuance commitment?

The organizational commitment of the organization has been observed and showed acceptable (u=2.736, SD = .732) organizational commitment of the employees, which was described to be highly normative in nature, as the respondents strongly agreed (u=3.612, SD=.372) that a high sense of obligation is placed in their shoulders and that indebtedness that makes them stay in the organization., Also, respondents of this study illustrated a desire to leave the organization, but due to fewer alternatives, the

respondents committed to the organization continuously ($u=2.84$, $SD=.982$). In the view of affective commitment, respondents of this study also illustrated that they do not feel a sense of belonging or empathy in the organization and further feel no emotional attachment to the organization ($u=1.63$, $SD=.523$).

With these results, the management should identify the employees with high normative commitment and encourage them to share their experiences with the company and share suggestions as to how the company can alter or increase their organization's commitment level.

Problem 2: What is the level of employees' work performance in the oil company?

The work performance of the respondents illustrated the commitment of the respondents to their jobs, wherein a high level of job commitment was observed ($u=3.39$, $SD=.206$), where the data gathered a significant affirmation from the respondents showed that a safe and protected workplace makes them more comfortable and satisfied in their work ($u=3.86$, $SD=.351$). Compensation and fair judgment also become factors of job contentment that include fair treatment and support from their leaders ($u=2.93$, $SD=.532$).

These results can lead to further improvement of the facilities or consistent monitoring for its maintenance because the employees feel that they are secure in their workplace. Fair compensation is also felt by the employees; however, the management should also formulate how the employees will be evaluated for their work performance and as the basis for promotion.

Problem 3. What is the extent of the relationship between organizational commitment and work performance in an oil company?

The relationship between organizational commitment and its dimension to work performance showed that there is a moderate non-significant relationship between work performance and organizational commitment ($r^2= 0.042$, $p=0.660$) and that work performance in relation to the dimensions of organizational commitment showed that work performance has a very low non-significant relationship with affective commitment ($r^2= 0.051$, $p=0.592$), weak on non-significant correlation on normative commitment ($r^2= 0.018$, $p=0.854$) and also very low non-significant correlation to continuance commitment ($r^2= 0.012$, $p=0.902$).

Based on these findings, the Oil Company should also identify other factors that can affect the work performance of their employees aside from the three components of organizational commitment. Other factors may include personal characteristics and employees' situational attributes.

Problem 4. What recommendations maybe posited based on the findings of the study?

It has been observed that the demographic profile of the respondents may be able to assess the deeper and personal cause of the level of commitment to the organization through the use of a test of difference, where different groups may be shown in every construct of the study.

The company can create clear strategies to boost employee commitment and work performance within the organization. The company can construct career growth opportunities; employees are attracted to a company that presents an opportunity for them to have a positive effect on the company whilst continuing to learn and develop alongside the growth of the company. They can provide consistent feedback and open up communications between managers and employees. The company can also encourage team bonding to develop a more positive work environment. In addition, it may also be important to determine and assess the level of loyalty of the employees.

5.2 Conclusions

1. Affection within the organization cannot be perceived in the settings of this study. The commitment that is filled with a sense of belonging does not exist but is not built within the organization; such a form of commitment is usually developed within an organization that is highly social in nature, wherein the sense of being emotionally attached to one family is present. This further can be concluded as a result of the probable internal relationship of leaders and fellow members, as it was mentioned that the development of such construct within one's self is affected by diverse factors such as management practice and organizational culture. It is, therefore, that managers should identify affective, committed employees to encourage the employees with a normative commitment to share their side of their organizational experiences.
2. On the aspect of continuance commitment, as it relates to how much employees feel the need to stay at their organization, the results of the data gathered can point out that some of the employees in this organization state that they commit to the organization only because of very few external alternatives or work opportunities.

3. The hiring process and promotional criteria of the warehouse company should be reviewed for the employees who are staying with the company not only for salary but also for personal growth. Training and development should be initiated by the company with the goal of developing greater opportunities that may allow employees to get better jobs within and outside the organization.
4. With the results gathered also, it can be concluded that a very high normative commitment describes the majority of the organization; such commitment is developed by the sense of obligation inculcated by the company to the organization; this commitment is structured due to the fact that a higher regard for the organization and its management is present and that there is a probability that the organization built the trust of the members through providing their necessities.

5.3 Recommendations

1. Managers should reorganize team building with the objective of identifying employees with high affective commitment and encouraging them to lead activities or projects. The managers should provide a clear direction to the leaders and explain the purpose of such a project that would also involve the employees with a normative commitment to the organization. A strong teamwork culture can be boosted so that the employees will be motivated to work together and achieve more. This will help boost their commitment levels and create a long-term work culture harmony better from normative to affective commitment.
2. Managers should have constant communication with the employees to build rapport and set huddle meetings that can help build new career goals that would also meet management's expectations. Relevant to this, the employee may feel a sense of ownership that would make them interested in staying longer in the company. Managers should also initiate and enhance the Training and Development Program through a Needs Assessment to identify the training needs of the employees. With this program, employees may realize that they can stay in the company not only for the salary but also for the experience of opportunities for personal growth.
3. Managers should be transparent and encourage open communication; employees' contributions through active participation can increase the chances that they will feel valued and have a sense of belongingness that would lead to improved work performance. The company should establish high standards of work ethics that would make employees feel motivated, respected, and associated with the organization. Good work ethics assures any employee that they have an equal playing field in the company to perform and grow their careers. Managers should also promote a positive work culture to make the employees feel happy to be a part of the company; hence, they will feel motivated and interested in sharing new ideas. In addition, encouraged employees will feel more committed to the company.

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