

## Assessing the Impact of Job Involvement and Commitment on Organizational Productivity in the Arab/Gulf Countries

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### Abstract

The relationship between job involvement, organizational commitment and productivity/ performance is well studied concept in western organizational literature because organizational commitment and job involvement are crucial factors having direct effect over organizational performance. It is generally assumed that since workers with high organizational commitment and job involvement are usually highly satisfied with their organization and job, hence puts extra efforts to perform better in the organization which ultimately leads to organizational efficiency. Despite given importance to the said constructs, limited studies have been conducted in developing countries and especially in Arab/Gulf countries. The proposed study was designed to assess the effects of job involvement and workers commitment on organizational performance in Middle East countries. Findings of the study reveal significant positive relationship between job involvements, employee's commitment and organizational productivity. The study concludes clearly indicate that organizations with high job involvement and employees' commitment are performing well than organizations with little job involvement and low employees' commitment.

**Keywords:** Job involvement, organizational commitment and organizational productivity/ performance

### INTRODUCTION

Irrespective of the types of research and data, eminent scholars have identified multifarious factors effecting organizational performance however, job involvement and organizational commitment are well reported (Ekmekeçi, 2011; Khan et al., 2011; Bashir & Ramay, 2008; Singh et al., 2008; Moynihan & Pandey, 2007; & Ongori, 2007).

Regardless of types of studies and their varying results, it is pertinent to note that most of these studies have been undertaken in both developed (Chungtai 2008; Simmons, 2005; Trimble, 2006; Blau, 1986; Blau & Boal, 1987; Huselid & Day, 1991) and developing societies (Singh & Gupta, 2008; Yousaf & Shamsuri, 2006; Yew, 2008; Rahman et al., 2006; & Tella et al., 2007) but a few studies have evaluated the impacts of job involvement and organizational commitment on organizational productivity in Middle East countries (Abdel & Ashour 1995; Abdulla & Shaw 1999; Al-Meer, 1989; Alnajjar 1999; & Alnajjar 1996).

The purpose of this paper is to discuss and review some previous researchers on the effect of job involvement and organizational commitment on organizational productivity and then conclude that to what extent job involvement and organizational commitment are imperative for organizational efficiency in manufacturing/ construction organizations of Arab/ Middle East Countries.

The next section presents a brief literature review of measuring relationship of job involvement, organizational commitment and organizational productivity/ performance, while, 3<sup>rd</sup> section shows the theoretical results of the study. Likewise, the final section provides conclusion and future implications of the study.

### LITERATURE REVIEW

Several studies have identified that job involvement and organizational commitment are the most important factors for improved organizational performance. This section provides review of available relevant literature on the above mentioned constructs.

#### *Job Involvement*

According to Ongori (2007) job involvement characterizes the degree to which employees are engaged in or preoccupied with their jobs and the degree to which an individual recognizes with his job. It is also described as the degree to which a job is recognized to be the significant factor in fulfilling one or another need of an employee. Involvement also shows that importance of work is the self image of a worker. Thus involvement is basically persuaded by the reading of an employee about his personal picture of life. And then by the organizational qualities and job attributes (Moynihan & Pandey, 2007). This implies that job involvement is that organizational attitude which tells that how much an employee psychologically identifies with the employer organization and how much one believes that his work is important and enlarges his self-respect (Robbins, 1998:

142; Weidmer, 1998).

Job involvement has been divided into two separate approaches. First approach is viewed as an individual difference variable where job involvement is believed to occur when the possession of specific needs, values or personal characteristics affect individuals to become more or less involved in their jobs. The second approach considers job involvement as a reaction to particular work situation distinctiveness (Ekmekci, 2011). According to (Khan et al., 2011) Job involvement, job commitment, and employee job performance are amongst the most studied areas in organizational behavior and human resource management research. Further they added that job involvement has been one of the most useful tools used for increasing employee productivity by improving employee involvement and commitment. On the other hand, job involvement is related to employees perception that how the job takes place in individual life. As much as an individual is positively influenced by his job, the readiness and accomplishment will automatically increase (Ekmekci, 2011). This means that it also creates the meaning of ownership within employees who are involved in decisions concerning their job and its related activities. Research has proved the importance of job involvement with employee commitment. This clearly reveals that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees (Khan et al., 2011).

Since a person spends a large segment of time at job and the job of person truthfully affects the feature of person's life (Ekmekci, 2011). Thus human resource managers and organizational development practitioners should focus on the culture, design and environmental factors which foster the job involvement of the employees. It will not only intensify the organizational commitment but job contentment too and will decrease job strain, turnover intention of the employees respectively (Khan et al., 2011). Similarly, job involvement also has an important role in the complete performance of organization. Workers with high levels of both job involvement and organizational commitment should be the most inspired because they are attracted by both the job and the organization (Ekmekci, 2011).

Job involvement can be considered as one of the significant factors which has vital role over organization's general performance (Ekmekçi, 2011). Research has shown the significance of job involvement with employee commitment signifying that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees and organizational commitment can be increased through keeping the employees occupied in their jobs (Khan et al., 2011). Organizational commitments' and job involvements' role over organizational performance is being conversed within last 30 years. Today, the view of organizational commitment and job involvement are even more significant since they are considered as the driving forces behind an organization's overall performance. Organizational commitment and job involvement are independent variables which differ from one culture to other culture an individual is positively affected by his job, the readiness and working will automatically increase (Ekmekci, 2011). Williams & Sandler (1995) are also of the view that involvement and commitment are unified or parts of each other.

### ***Organizational Commitment***

Since log organizational commitment is widely investigated and topic of interest for organizational practitioners as well as researchers, exact and common definition of organizational commitment has not been made yet. However, commitment has been comprehensively defined, measured, and researched. All researchers have grouped organizational commitment in different ways. But all researchers in their definitions have tried to stress the relationship between the employee and the organization (Ekmekci, 2011).

There is diversity of features from which organizational commitment can be analyzed however, three aspects are widely identified and researched. Normative Commitment: it refers to the commitment generated due to the fact that an employee psychologically feels i.e. his responsibility to continue his job (Singh & Pandey, 2004: 98). The identification dimension involves adoption of goals and values (Moynihan & Pandey, 2007). Normative commitment: it is a feeling of responsibility to continue employment (Bashir & Ramay, 2008). Whereas, an Affective commitment: means that the employee believes in and likes to be recognized with the employer organization (Moynihan & Pandey, 2007). Affective commitment is the employee's emotional regard to, recognition and association with the organization (Bashir & Ramay, 2008). Continuance commitment: refers to that dimension of the organizational commitment in which an employee continues his job because he feels that life is costly and one needs a job to economically pay for the life (Singh & Pandey, 2004: 98). Continuance commitment is "a consciousness of the costs associated with leaving the organization (Bashir & Ramay, 2008)". According to (Ongori, 2007) the main characteristics of commitment are emotional affection and faithfulness to the organization. It is assumed that this can be increased by enriching the jobs, authorizing and reimbursing employees adequately.

Tan et al. (2007) adds that the model designates that people who are more committed, and in particular, less tensed are more likely to stay with the organization. Any person who stays with the organization through thick and thin, attends work frequently, puts in a full day's work, defends organization's assets, contributes to organization's goals, etc (Singh et al., 2008). Thus, an employees' commitment is the emotive condition wherein

he defines himself with the organization and its goals and wants to stay with the organization as a worker (Robbins, 1998: 142).

Likewise, researcher like Ekmekci (2011) contends that organizational commitment controls the relation between organization and individual and tries to clarify how the individual have been attached to organization. Furthermore, Khan et al., (2011) believed that it is play significant role for an individual and organizational performance. Therefore, it is agreed that all organizations must develop a psychological tie between employees and the organization in the form of organizational commitment in order to produce total devotion of their manpower towards their goals, interests and values (Singh et al., 2008).

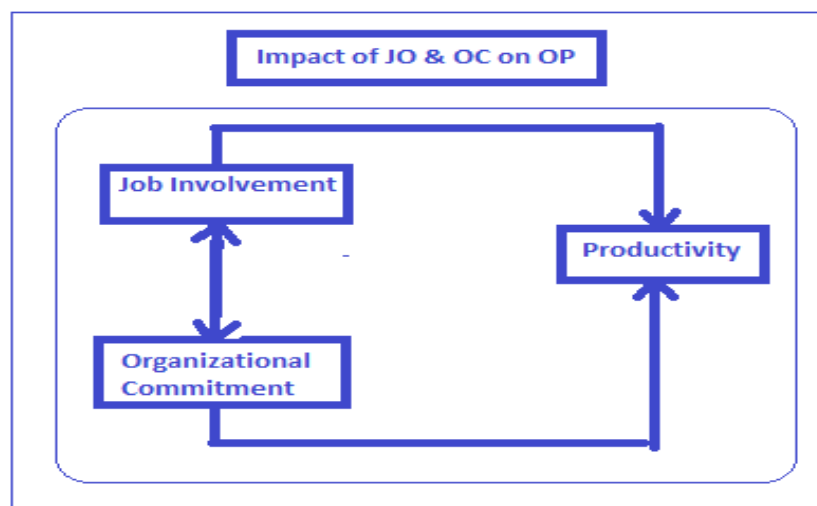
#### ***Job Involvement, Organizational Commitment and Organizational Productivity***

Several studies have identified positive links between job involvement, organizational commitment and organizational performance. Khan et al., (2011) conducted study in Pakistan and found that managers use job involvement as an effective tool to increase organizational productivity. The major findings of the study reveal that job involvement is used to increase the productivity of employees by increasing their participation and commitment. Similarly Ekmekci (2011) in western industry found that the outcome of job involvement is organizational commitment which raises the hopes of employees to stay for a longer time in the organization. Furthermore study reveals that an employees' involvement in his work enhances his performance which is vital for organizational productivity of an organization (see also, Robbins & Coulter, 2005: 375 & Ongori, 2007).

#### **METHODOLOGY**

Literature survey was carried out by exhausting the relevant sources of existing research. Computer based software ATLAS.ti was used for qualitative data analysis. Major concepts, variables and sentences were entered into ATLAS.ti for coding, extraction of quotes and memos creation. In qualitative research, experts have suggested examining, categorizing, tabulating and recombining as methods of data analysis, however, in this study the researchers have used hermeneutics (James, 1992), discourse (Max, 1990) and heuristic (Moustakas, 1990) analyses to find the fact. Below is the schematic diagram of the theoretical framework based on the survey of the existing studies, which elaborate the relationship and cause and effect of the dependent variable (organizational productivity/performance) and independent variables (job involvement and organizational commitment) of the study.

#### ***Schematic Diagram of Theoretical Framework***



#### **Discussion & Findings**

The best way of rising organizational performance is by increasing the performance of employees working in organizations. Organizational commitments' and job involvements' role over organizational performance is being discussed more intensely in the last three decades. Today, the aspect of organizational commitment and job involvement are even more important since they are considered as the motivating forces behind an organization's overall performance. The study reveals that a person who has high organizational commitment and job involvement puts outstanding efforts as he is totally satisfied and happy with his organization, as well as the job (Ekmekci, 2011). This research also highlights that performance of employees can be increased via involvement in decision-making and other related matters of one's job (Khan et al., 2011). Similarly findings reveal that organizational commitment is a critical force to improve the general performance of the organization simply by increasing the involvement of each employee (Ekmekci, 2011). Findings also reveal that a person who is involved in work for a larger segment of time, that work or job affects his quality of life (Ekmekci, 2011), which points out that job involvement represents the image of a worker and his involvement in work is affected

by the perception about his organizational life, organizational & work characteristics (Moynihan & Pandey, 2007; Ongori, 2007). The findings of the study also points that job involvement is one of the important factors which has crucial role over organization's general performance. Moreover, the study highlights that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees, thus organizational commitment can be increased through keeping the employees involved in their jobs (Khan et al., 2011). This study pinpoints job commitment as an important consequence for an individual's and organization's performance (Khan et al., 2011). Therefore, all organizations develop a psychological connection between employees and the organization in the form of organizational commitment in order to create total dedication of their employees towards their goals, interests and values (Singh et al., 2008). The findings of the study also portray that organizational performance can be increased by increasing the performance of employees but study emphasizes organizational commitment and job involvement even more crucial forces for organization's overall performance. This study also finds that any person who has extreme organizational commitment and job involvement puts exceptional efforts as he is completely satisfied and happy with his organization, as well as job (Ekmekçi, 2011; Ongori, 2007).

### **Conclusions**

This study was conducted to identify the relationship and impact of job involvement, organizational commitment and productivity. Job involvement is used to increase the productivity of employees and the outcome of job involvement is organizational commitment which is important for employees to stay for a longer time in organizations. It is also concluded that a person who spends a large portion of time on job, the job of that person affects his quality of life also. Organizations that have job involvement culture, their employees are more committed with organization and this why it increased the efficiency and productivity. Organizational performance can be increased by increasing the performance of employees and majority of researchers support organizational commitment and job involvement as critical forces for organization's overall performance. Persons with high organizational commitment and job involvement put outstanding efforts as they are more satisfied and happy with their organization, as well as job.

### **Future Work**

Considering the unique features of gulf countries especially Saudi Arabia, future submissions for this paper will be to measure the attitudes of managers and workers towards job involvement, organizational commitment and its impact on productivity both in public and private engineering/ construction companies of DAMAM Saudi Arabia. To stay in the organization and continue to earn, the expatriate and nationals must perform for their companies to succeed. Further, it intended to collect and analyze the data regarding the perceptions of both nationals and expatriates about the absenteeism and turnover ratio also in both public and private engineering organizations which may have an intervening impact upon the relationship of job involvement, commitment and productivity.

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