

## **Study of the relationship between organizational commitment and individual work performance: Case of employees in the automotive sector in Morocco**

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<b>Disclosure statement:</b>	The authors are not aware of any funding that could affect the objectivity of this study.
<b>Conflict of interest:</b>	The authors declare no conflict of interest.
<b>Cite this article:</b>	Sabir, H., Zakraoui, M., & Taouab, O. (2021). Study of the relationship between organizational commitment and individual work performance: Case of employees in the automotive sector in Morocco. International Journal of Accounting, Finance, Auditing, Management and Economics, 2(5), 270-288. <a href="https://doi.org/10.5281/zenodo.5517180">https://doi.org/10.5281/zenodo.5517180</a>
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**DOI: 10.5281/zenodo.5517180**  
**Received: July 28, 2021**

**Published online: September 20, 2021**

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### **Abstract**

The search for performance engages managers in a process of continuous improvement in several areas. These include prospecting for new customers, retaining existing customers, innovation, etc. However, managers are aware that the room for maneuver on these aspects remains very limited. In this sense, several studies have shown that human resources are a real differentiating factor for the company in a highly competitive market. Consequently, managers must take actions aimed at employees in order to increase their motivation and involvement at work.

In this perspective, our research work consists in exploring the relationship between organizational commitment and individual work performance, and tries to provide managers with an idea on the mechanisms able to improve the performance of their employees through the development of their commitment to the organization. To this end, we administered a survey to 480 employees in the automotive sector in the Rabat-Sale-Kenitra region. The structural equation model method was used to explore the relationships between the independent and dependent variables. The results show that organizational commitment has a positive effect on individual work performance.

**Keywords:** Organizational Commitment, Individual Work Performance, Task Performance, Contextual Performance, Counterproductive Behavior

**JEL classification:** L20, O15

**Type paper:** empirical research

### **Résumé**

La recherche de la performance engage les dirigeants dans des processus d'amélioration continus visant plusieurs axes. Parmi les axes on trouve la prospection de nouveaux clients, la fidélisation des clients existants, l'innovation, etc. Cependant, les dirigeants sont conscients que la marge de manœuvre sur ces aspects reste très limitée. Dans ce sens, plusieurs études ont montré que les ressources humaines constituent un réel facteur de différenciation de l'entreprise dans un marché en pleine compétitivité. Dès lors, les dirigeants doivent mener des actions à destination des employés en vue de croître leur motivation et leur implication au travail.

Dans cette perspective, nous travail de recherche consiste à explorer la relation entre l'engagement organisationnel et la performance individuelle au travail, et tente de fournir aux dirigeants une idée sur les mécanismes en mesure d'améliorer la performance de leurs employés à travers le développement de leur engagement envers l'organisation. Pour ce faire, nous avons administré un questionnaire à 480 employés du secteur automobile de la région Rabat-Salé-Kénitra. La méthode du modèle des équations structurelles a été utilisée pour explorer les relations entre les variables indépendantes et dépendantes. Les résultats montrent, en effet, que l'engagement organisationnel agit positivement sur la performance individuelle au travail.

**Mots clés :** Engagement Organisationnel, Performance Individuelle au Travail, Performance dans la Tâche, Performance Contextuelle, Comportement Contre-Productif

**Classification JEL :** L20, O15

**Type du papier :** Article empirique

## **1. Introduction**

In the context of fierce competition, organizations are constantly changing in order to maintain their sustainability and growth. The organization's actions may be directed towards prospecting and retaining customers, others concern procurement policies or optimizing costs, etc. However, the room for maneuver on these aspects remains very limited.

Today, organizations are increasingly aware of the crucial role of human resources in the performance of the company. Indeed, the development of individual performance at work is seen as a key-differentiating factor for improving overall performance. Consequently, the evaluation of employee performance improvement has become a major concern for managers and management researchers.

Aware of the importance of improving employee performance, managers are designing and piloting actions such as: improving the work climate, skills development, occupational health and safety, and many other aspects that can develop a sense of belonging and commitment to their organization.

Previous studies have shown that developing employees' organizational commitment improves individual work performance (Mowday et al. 1979; Mowday et al. 1982; Allen & Meyer 1990; Meyer & Allen 1991; Balfour & Wechsler 1996; Meyer & Allen 1997; Suliman & Iles 2000; Tuna et al. 2016). Based on this, managers have a strong interest in putting in place the necessary mechanisms to increase employee engagement. Among the actions, Lin (2010) proposes the commitment of the company in responsible actions not only towards employees but also towards all stakeholders. For this author, the more engaged the employee is in his or her work, the less likely he or she is to engage in behaviors that are negative to the organization's goals.

The present research aims to explore the link between organizational commitment in its three components (affective, calculative and normative) and individual work performance in companies of the automotive sector in Morocco, mainly in the Rabat-Sale-Kenitra region. To this end, we formulated a basic postulate according to which the organizational commitment of employees could have an impact on their individual performance at work.

In this sense, a survey was conducted to collect the data for the analysis. The participants were chosen so as to be representative of all categories within the companies of the automotive sector (age, gender, function, length of experience, etc.). The Structural Equation Model (SEM) method using Smart-PLS 3.0 software was used to test the hypotheses. The choice of this method is due to the fact that our conceptual model is composed of several latent dependent and independent variables. In contrast to regression analysis, the structural equation method offers the possibility to test all relationships at once.

Our paper is structured in five parts. The first two parts are devoted to the presentation of the theoretical foundations of each of the research constructs. In the third part, we explored the different articulations between the two concepts. This allowed us to formulate the hypotheses and to present the conceptual model of the research. The fourth part is devoted to the methodology we followed to answer our research questions. Finally, the last part presents the analysis of the data and the interpretation of the results obtained.

## **2. The Concept of Individual Work Performance**

The concept of individual work performance (IWP) has been around for a few decades. Managers are becoming progressively more aware of the role of human resources in the development of their business. Since then, the concept has become a subject of current interest in the field of management.

Many studies have focused on the development of individual performance within the organization. In the following, we will explore the most important definitions and models that have dealt with the concept of individual performance at work.

## **2.1. Definitions of the Concept of Individual Performance**

While effectiveness and efficiency focus on the outcomes of an individual's behaviors, IWP focuses on the overall behaviors and actions that are relevant to the organization's goals (Campbell 1990). In other words, it focuses on the behavior itself, not the outcome. From this perspective, Campbell (1991) considers that an employee is a performer even though he or she has not succeeded in achieving his or her objectives, but only when the reasons for the failure are not controlled or mastered by the employee (absence or insufficiency of means, inadequate work environment, etc.). Otherwise, an employee is performing well when his behavior is good for the company's objectives, regardless of the results he may have obtained.

In 2003, Motowidlo defined individual performance as the total expected value to the organization of the discrete behavioral episodes that an individual performs over a given period of time (Motowidlo 2003). Following Campbell, Motowidlo focuses on the individual's behaviors rather than their outcomes.

In line with this work, Charles-Pauvers and his colleagues (2006) emphasized the behaviors that the organization values and expects from its employees, i.e., the set of behaviors that positively influence the achievement of organizational objectives: productivity, profitability, creativity, etc. The first aspect refers to the fact that an employee's performance can be evaluated over time. The second aspect concerns the fact that an employee's performance can be better on certain actions than others. However, in order to account for an individual's performance, all behaviors can be evaluated over a given period of time.

Based on the above definitions, we can differentiate between performance, which is the behaviors of individuals that are beneficial to the organization, and effectiveness, which are simply the expected results of those behaviors. In fact, the evaluation of effectiveness alone neglects the constraints that hinder the individual in achieving his or her mission (availability and quality of equipment and resources, strategic and operational decisions beyond the individual's control, market context). This posture accepts the idea that an individual can be judged as successful even though he or she has not achieved his or her goals, if the reasons for his or her failure are completely beyond his or her control (Charles-Pauvers et al., 2007).

This definition implies several important propositions. Charles-Pauvers and colleagues (2007) focus on important aspects. First, they define individual performance as the set of behaviors that the organization values and expects from its employees. As such, they are positive behaviors that can help the company achieve its objectives (productivity, creativity, profitability, growth, quality, customer satisfaction), and that the individual manifests over different periods or episodes of behavior (ability, soft skills, quality of work, etc.), as qualified by Charles-Pauvers and his colleagues (2006)

The concept of individual performance at work is very broad. It covers several areas: financial, social, psychological, etc. This explains, in part, the difficulty of finding a consensus to define it.

## **2.2. Models of Individual Work Performance**

The conceptual frameworks that have addressed the issue of IWP are quite numerous. This makes the concept difficult to define. Several conceptions have been proposed, whose dimensions converge on a number of points. The aspects affected differ from one framework to another, taking into account the specificities of each context (population, culture, etc.).

### **2.2.1. Campbell's (1990) Multifactorial Model**

Murphy (1989) and Campbell (1990) were the first to define IWP. Murphy proposes a conceptual framework consisting of four dimensions: (1) Work behavior; (2) Interpersonal behavior which corresponds to the behavior with colleagues, such as communication,

cooperation, team spirit, etc.; (3) Downtime behavior, also called work avoidance, it corresponds to behaviors that can disrupt the production flow; And (4) Destructive or dangerous behaviors that can cause a loss of productivity or that will be able to damage the organization's image, both internally and externally.

In line with this work, Campbell (1990) proposed eight dimensions of individual work performance. He considers these to be sufficient to define the concept in a general way, since the content and sub-dimensions of each of them may vary from one job to another: (1) job-specific tasks: technical tasks necessary to execute the work required. These tasks may change from job to job and their mastery reflects the efficiency of the employee; (2) non-job specific tasks: Tasks that are not necessarily related to the job, but rather behaviors, capable of increasing productivity that the employee voluntarily maintains, such as extra tasks, helping others; (3) written and oral communication; (4) proof of effort; (5) maintaining self-discipline; (6) facilitating co-worker performance; (7) supervision; and (8) management and administration.

Viswesvaran (1993), on the other hand, developed a model of ten dimensions: (1) productivity: the quantities produced by each individual; (2) quality of work; (3) job knowledge: mastery of tasks related to the position held; (4) communication skills; (5) effort; (6) leadership: managerial abilities; (7) administrative skills; (8) interpersonal skills; (9) respect; and (10) acceptance of authority.

In 2000, Ones and Viswesvaran brought reviews on the IWP framework. In conclusion, the concept was split into three dimensions: (1) task performance; (2) organizational citizenship behavior (a term that Ones defines as individual behavior that contributes to the improvement of the social climate within the organization); and (3) counterproductive behavior (Viswesvaran and Ones 2000).

### **2.2.2. Borman and Motowidlo's (1993) two-dimensional model**

In order to bypass the IWP domain, Borman and Motowidlo consider it essential to work on more complete dimensions. To this effect, they propose: (1) task performance, which varies from job to job, and (2) contextual performance, which is considered universal and concerns crosscutting behaviors, which do not depend on a defined job. They add that, performance on the task, is also part of contextual performance (Borman and Motowidlo 2013). Otherwise, all employee behaviors can be classified into two categories: either behavior specific to the activity exercised, in which case we speak rather of knowledge and know-how (technical skills, experience in a position or in the execution of a task), or behaviors that are required in all activities, which is none other than the employee's self-management (communication, adaptability, taking the initiative, team spirit, etc.).

In conclusion, Borman and Motowidlo (1993, 1997) summarize contextual performance in five components: Persisting enthusiastically and making efforts to perform tasks successfully; Voluntarily engaging in tasks and activities that are not formally part of one's job; Assisting and cooperating with others; Following organizational rules and procedures; and Sincerely endorsing, defending, and supporting organizational goals.

Borman and Motowidlo's conception seems to be very generic. As a result, it makes it difficult to measure the concept of individual performance.

## **3. Organizational Commitment**

The organizational commitment (OC) construct has attracted the attention of researchers and practitioners in human resource management (Yousef 2003, Idris 2014). Indeed, the concept comes to palliate some problems related to human resources management, including, job performance, job satisfaction, absenteeism, intention to leave, etc. In this sense, several works have been carried out (Mathieu and Zajac 1990, Cohen 1991, J. P. Meyer, et al. 2002,

Steel and Ovalle 1984) with the aim of understanding employee behavior (Klein, Molloy and Brinsfield 2012).

Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday, Steers, and Porter 1979). On the other hand, Porter and colleagues (1974) add that OC refers to the employee's state of commitment to his organization, as well as his identification with the organization's values and goals.

Employee commitment in an organization is essential because it contributes to: employee retention (Meyer and Allen 1997, Ghazzawi 2008, Tuna, Ghazzawi, et al. 2011); decreased turnover and flexibility (Saeed, et al. 2014); reduced frequency of voluntary departures (Mathieu and Zajac 1990); employee self-actualization and thus can impact work behaviors such as absenteeism and turnover (Ghazzawi 2008, Tuna, Ghazzawi, et al. 2011). Generally speaking, engaged employees are the most successful and least likely to leave the company (Allen and Meyer 1990, Tett and Meyer 1993).

A study conducted in 2017 by "The Gallup Organization" shows that 90% of employees are not engaged in their work, and indicated that companies perform better when they implement actions that develop employee engagement (Mirvis 2012).

Several models have been developed for the concept of organizational commitment, some with a one-dimensional scope (Porter, et al. 1974, Mowday, Steers, and Porter 1979) and others with a multidimensional scope (Kanter 1968, O'Reilly and Chatman 1986, Meyer and Allen 1991). However, the three-dimensional model (TCM) proposed by Allen and Meyer (1991) remains the most cited and replicated in subsequent work (Herrbach 2005).

### **3.1. Affective Commitment (AC)**

Affective commitment refers to the emotional attachment, identification, and involvement of employees to the organization. According to Meyer et al (2002), it is the commitment that most strongly impacts employee attitudes and behaviors (J. P. Meyer, et al. 2002).

### **3.2. Normative Commitment (NC)**

Normative commitment represents a sense of obligation to engage in moral behaviors toward the organization. These behaviors result from employees' internal beliefs and not from the harmony of the organization's values with their values (Bentein, Vandenberghe and Vandenberg, et al. 2005).

### **3.3. Continuity or Calculated Commitment (CC)**

The continuity or calculated commitment refers to the employee's assessment of the costs of leaving the organization, otherwise it results from the lack of alternatives outside the organization, or the fear of losing the assets that the employee has been able to capitalize throughout the years of activity (Bentein, Vandenberghe and Vandenberg, et al. 2005).

It is also important to note that the majority of work on OC is based on two theories: social identity theory: (Alias, et al. 2013, Carmeli, Gilat, and Weisberg 2006, Demir 2011, Dukerich, Golden, and Shortell 2002, Kang, Stewart, and Kim 2011, Mael and Ashforth 1992, Smith, Gregory, and Cannon 1996, Tuna, Ghazzawi, et al. 2016, Smidts, et al. 2001), and social exchange theory (Blau 1964).

## **4. Organizational Commitment and Individual Work Performance**

The relationship between OC and IWP has been demonstrated in several research studies. Indeed, despite the fact that some authors (Steers 1977, Angle and Perry 1981) have stated that there is no relationship between the two constructs, other authors such as (Benkhoff 1997) have demonstrated that OE has a strong influence on employees' work performance. In

the same way, Simard, Doucet and Bernard (2005) reveal in their study that OC, and more specifically affective commitment, has the greatest impact on the employee's work behavior (Meyer and Allen 1997). These employees tend to adhere to organizational citizenship behaviors, and therefore perform better (Meyer, et al. 2002).

Other research has focused on the relationship between employee normative commitment and performance. As such, the employee feels a sense of duty and therefore acts in favor of the organization's goals (Bentein, Vandenberghe and Dulac 2004). However, the impact of normative commitment to employee performance remains very weak.

Other studies conducted on employee performance (Tseng and Fan 2011, Albinger and Freeman 2000, Greening and Turban 2000) have focused on aspects such as talent attractiveness, job performance, employee commitment, etc. (Aguilera, et al. 2006). These works have been based on social identity theory and social exchange theory, to explain the link between organizational commitment and employee performance. According to Tseng and Fan 2011, employee commitment could improve employee efficiency, productivity, and quality of work and therefore job performance (Tseng and Fan 2011). This leads us to formulate the second proposition:

**Proposition:**

**Organizational commitment positively affects employees' individual work performance.**

According to (Meyer and Allen 1997; Benkhoff 1997; Simard et al. 2005 and Riketta, 2002), affective commitment corresponds to the emotional attachment of the employee to his organization. It translates into a strong involvement, which is even able to improve his performance at work. This statement leads us to formulate the following hypothesis:

- H1.1: Employees' affective commitment to their organization positively affects their task performance
- H1.2: Employees' affective commitment to their organization has a positive effect on their contextual performance
- H1.3: Employees' affective commitment to their organization has a negative impact on their counterproductive behavior

The continuity or calculated commitment proposes that the employee is tied to the organization because of the benefits the organization provides. According to (Meyer and Allen 1997 and Bentein et al. 2004), the employee might be committed to the job because of the benefits he or she might lose but also because of the lack of alternatives. Based on these elements we formulate the following hypotheses:

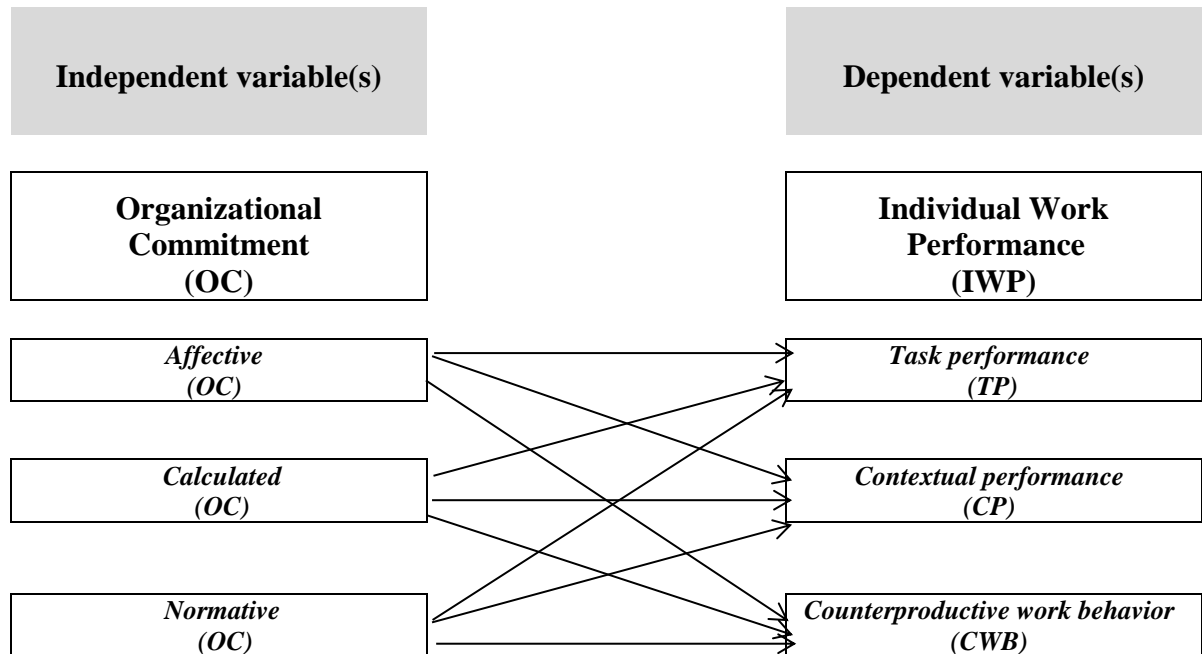
- H2.1: Employees' calculated commitment to their organization has a positive effect on their task performance
- H2.2: Employees' calculated commitment to their organization has a positive effect on their contextual performance
- H2.3: Employees' calculated commitment to their organization has a negative effect on their counterproductive behavior

Normative organizational commitment is the sense of duty that the employee has towards the organization. According to (Meyer and Allen 1997; Bettache, 2007 and Bentein et al. 2004), the employee feels a sense of moral obligation to leave the organization, to which he or she belongs, to be loyal, involved and therefore contribute to the achievement of the organization's goals. On the basis of these elements, we propose the following hypotheses.

- H3.1: Employees' normative commitment to their organization has a positive effect on their task performance
- H3.2: Employees' normative commitment to their organization has a positive effect on their contextual performance

- H3.3: Employees' normative commitment to their organization has a negative impact on their counterproductive behavior  
 With reference to the above, we propose the following conceptual research model:

**Figure 1:** *Conceptual framework of the research*



*Source: Authors*

## 5. Methodology

The objective of our research work is to examine the relationship between employees' organizational commitment and their work performance using a quantitative method. To collect the data, a questionnaire was designed and administered using a five-point Likers scale. We opted for this method to avoid response bias. Thus, the respondents could express themselves freely on their perception of all the statements.

### 5.1. Sample

For our research, employees represent the statistical individuals on whom the empirical analysis will focus. The population under study is about 4500 employees of the industrial sector in the Rabat-Sale-Kenitra region "especially the automotive sector".

According to Kumar (1996) the choice of the sample makes it possible to mimic the differences in evaluation between the sample and the population studied (Kumar, 1996). In this sense, Chin (1998), in line with Igalens and Roussel (1998), recommends that the number of individuals should be 10 times or more the number of items (Chin, 1998).

On the basis of the above, we could define our sample size. The calculation is as follows: the number of items in our questionnaire is 30 items. According to the rules of thumb defined by the authors above, our sample size is equal to 10 times the number of items, i.e. a size of 300 individuals.

The sample consisted of indirect employees (technicians, managers, engineers and directors) of companies in the automotive sector, the questionnaire was sent to 480 participants, 307 participants returned. 13 responses with missing information were eliminated.



## **5.2. Measurement Scales**

The questionnaire is divided into three sections. The scales for measuring the variables were taken from previous studies and are as follows:

### **5.2.1. Individual work performance**

The evaluation of individual work performance has been a controversial topic in the management field for years. Several scales for measuring the construct has been developed. The first evaluation systems were introduced in 1998 (Prowse 2009). However, the measurement scales developed are occupation-specific and therefore cannot account for individual job performance in all occupations (Koopmans 2014).

To overcome this limitation, Koopmans (2014) proposed a measure of employee job performance based on three dimensions: task performance, contextual performance, and counterproductive behavior. In our research work we adopted for this measurement scale, composed of three dimensions and 14 items, given that it is applicable to all professions.

### **5.2.2. Organizational Commitment**

With regard to organizational commitment, the measurement scale that appears to be the most comprehensive is that developed by Allen and Meyer (1991). The model proposes the measurement of commitment based on 9 items grouped into three dimensions: affective commitment (AOC), continuation or calculated commitment (COC) and nominal commitment (NOC).

This measurement scale has been used in numerous research studies and has been validated several times in both the English and French contexts (Charles-Pauvers, et al. 2006). The quality of the measure remains satisfactory. Its reliability is measured by means of the Cronbach alpha coefficient, which displays values that vary between 74 and 90 (Meyer and Allen 1997, Charles-Pauvers, et al. 2006, Morrow 1993).

## **5.3. Method used:**

Our work consists of testing the relationship between organizational commitment, represented by three latent variables (affective commitment, calculated commitment and normative commitment) and individual work performance, represented in turn by three latent variables (task performance, contextual performance and counterproductive behavior). Otherwise, we will have to test nine relationships.

To do this, we have opted for the method of structural equation modeling (SEM). Indeed, this method offers us the advantage of simultaneously testing the relationship between several latent variables but also between latent and manifest variables. The test of the relationships will focus, simultaneously, on the direct and indirect links between these variables.

## **6. Results and Discussion**

Our sample is composed of 294 individuals, distributed as follows: 31% of women and 69% of men, i.e. 92 and 202 participants respectively. The population aged between 36 and 40 years old represents about 42% of all participants. On the other hand, the lowest participation rate (11.2%) was recorded for participants aged between 18 and 25 years. It can also be seen that the representation of women is highest (63.6%) in the age group (18-25 years), it is average for young people aged (25-35 years) with a proportion of 44.4%, but it is very modest in the age group (36-40 years) where women represent only 14.5%.

### **6.1. Descriptive Results**

The following table presents the statistics concerning the profile of the respondents. Out of 294 participants, 31% were women and 69% were men, i.e. 92 and 202 respondents

respectively. The representativeness of women is low for the targeted grades in companies operating in the automotive sector. However, women are more present in the operator grade and mainly in my automotive wiring companies.

**Table 1:** Representation of participants by age and gender

Age	Number	Gender		Total
		Female	Male	
<b>18-25</b>	Number	<b>21</b>	<b>12</b>	<b>33</b>
	%	63,60%	36,40%	100,00%
<b>26-35</b>	Number	<b>40</b>	<b>50</b>	<b>90</b>
	%	44,40%	55,60%	100,00%
<b>36-45</b>	Number	<b>18</b>	<b>106</b>	<b>124</b>
	%	14,50%	85,50%	100,00%
<b>More than 45</b>	Number	<b>13</b>	<b>34</b>	<b>47</b>
	%	27,70%	72,30%	100,00%
<b>Total</b>	<b>Number</b>	<b>92</b>	<b>202</b>	<b>294</b>
	<b>%</b>	<b>31,30%</b>	<b>68,70%</b>	<b>100,00%</b>

*Source: Authors*

In relation to the job held, we note that all grades are representative in this sample. We also note that more than half of the women hold positions of responsibility (Director, Manager and Engineer) with successively (8.7%, 40.2% and 5.4%). Similarly for men, with (15.8%, 43.1% and 8.4%), we can conclude that more than half (about 63%) of our sample are managers.

**Table 2:** Representation of participants by grade and gender

Grade	Number	Gender		Total
		Female	Male	
Director	Number	<b>8</b>	<b>32</b>	<b>40</b>
	%	20,00%	80,00%	100,00%
Manager	Number	<b>37</b>	<b>87</b>	<b>124</b>
	%	29,80%	70,20%	100,00%
Engineer	Number	<b>5</b>	<b>17</b>	<b>22</b>
	%	22,70%	77,30%	100,00%
Technician	Number	<b>14</b>	<b>16</b>	<b>30</b>
	%	46,70%	53,30%	100,00%
Administrative officer	Number	<b>23</b>	<b>33</b>	<b>56</b>
	%	41,10%	58,90%	100,00%
Technical officer	Number	<b>5</b>	<b>17</b>	<b>22</b>
	%	22,70%	77,30%	100,00%
<b>Total</b>	<b>Number</b>	<b>92</b>	<b>202</b>	<b>294</b>
	<b>%</b>	<b>31,30%</b>	<b>68,70%</b>	<b>100,00%</b>

*Source: Authors*

The table also informs us about the seniority of the respondents. We considered it necessary to present this data because of its importance in our research work, especially in assessing employee commitment. 44% of the respondents have been with the company for more than 10 years and 34% for one to five years. The proportion of employees with 6 to 10 years of service (13%) remains low. On the other hand, only 9% of applicants have been with

the company for less than one year. Generally speaking, employees with more than one year of service represent 91% of our sample.

**Table 3:** Representation of participants by seniority and gender

		Seniority within the company				Total	%
		Less than one year	1 – 5 Years	6 – 10 Years	More than 10 Years		
Gender	Female	18	41	14	19	92	31%
	Male	10	58	23	111	202	69%
Total		28	99	37	130	294	100%
%		9%	34%	13%	44%	100%	

Source: Authors

## 6.2. Reliability of the measurement model

To assess the reliability of our measurement model, we opted for the partial least squares structural equation method. The following table represents the values obtained for each of the constructs. The reliability indicators used for this analysis are: factor loading, Cronbach's alpha, composite reliability and average variance extracted.

**Table 4:** Analysis of the reliability of the measurement model

Constructs	Variables	Items	Factors loading	Cronbach's Alpha	CR	AVE
Organizational commitment (OC)	Affective OC	AOC_1	0,927	0,906	0,941	0,842
		AOC_2	0,930			
		AOC_3	0,895			
	Calculated OC	COC_1	0,908	0,7	0,868	0,767
		COC_2	0,842			
	Normative OC	NOC_1	0,913	0,715	0,874	0,776
NOC_3	0,847					
Individual work Performance (IWP)	Task Performance (TP)	TP_1	0,878	0,809	0,875	0,637
		TP_2	0,811			
		TP_3	0,791			
		TP_4	0,702			
	Contextual Performance (CP)	CP_1	0,748	0,824	0,875	0,583
		CP_2	0,741			
		CP_3	0,756			
		CP_4	0,797			
		CP_5	0,775			
	Counterproductive work behavior (CWB)	CWB_1	0,724	0,801	0,871	0,628
		CWB_2	0,839			
		CWB_3	0,847			
CWB_4		0,754				

Source: Authors

## 6.3. Analysis of correlations

In this section, we analyze the correlations between the variables of the two research constructs, namely: organizational commitment (AOC, COC and NOC) and individual work performance (TP, CP and CWB). The following table shows the results of the correlations test.

**Table 5: Correlation analysis**

	AOC	COC	NOC	CWB	CP	TP
AOC	0.917					
COC	0.563	0.876				
NOC	0.659	0.562	0.881			
CWB	<b>-0.493 **</b>	<b>-0.285 (ns)</b>	<b>-0.447(ns)</b>	0.793		
CP	<b>0.387 **</b>	<b>0.197 (ns)</b>	<b>0.339(ns)</b>	-0.612	0.764	
TP	<b>0.354 **</b>	<b>0.245(ns)</b>	<b>0.290 **</b>	-0.503	0.560	0.798

\*\* Significant at 0.005

Source: Authors

The results of the analysis indicates a positive and highly significant relationship between affective organizational commitment (AOC) and performance on the task ( $r=0.354$ ,  $p<0.005$ ) and also between AOC and contextual performance ( $r=0.387$ ,  $p<0.005$ ). Similarly for the link between normative organizational commitment and performance in the task, with ( $r=0.290$ ,  $p<0.005$ ). On the other hand, we note a negative and highly significant relationship between AOC and counterproductive behavior ( $r= -0.493$ ,  $p<0.005$ ). On the other hand, we found that the calculated organizational commitment (COC) has no relationship with the IWP variables. The same is true for the relationship between NOC and CP and CWD, respectively. As the analysis shows, no relationship is significant.

#### 6.4. Regression Analysis and Hypothesis Testing

Simple linear regression analysis was performed to test the relationship between the explanatory variables and the variables to be explained. The following table shows the values obtained for each of the relationships.

**Table 6: Regression analysis**

		Std. Beta	Std. Error	T-value	P-Value	Decision
<b>H1.1</b>	<b>AOC -&gt; TP</b>	0.274	0.088	3.099	<b>0.002</b>	<b>Supported**</b>
<b>H1.2</b>	<b>AOC -&gt; CP</b>	0.316	0.086	3.666	<b>0.000</b>	<b>Supported**</b>
<b>H1.3</b>	<b>AOC -&gt; CWB</b>	-0.369	0.074	4.980	<b>0.000</b>	<b>Supported**</b>
<b>H2.1</b>	<b>COC -&gt; TP</b>	0.042	0.073	0.569	0.570	Not supported
<b>H2.2</b>	<b>COC -&gt; CP</b>	-0.080	0.080	0.993	0.321	Not supported
<b>H2.3</b>	<b>COC -&gt; CWB</b>	0.056	0.067	0.829	0.407	Not supported
<b>H3.1</b>	<b>NOC -&gt; TP</b>	0.087	0.099	0.877	0.381	Not supported
<b>H3.2</b>	<b>NOC -&gt; CP</b>	0.176	0.097	1.806	0.072	Not supported
<b>H3.3</b>	<b>NOC -&gt; CWB</b>	-0.235	0.074	3.173	<b>0.002</b>	<b>Supported**</b>

Significant \*\*→  $p<0.01$  and \*→  $p<0.05$

Source: Authors

**Table 7: Coefficient of determination**

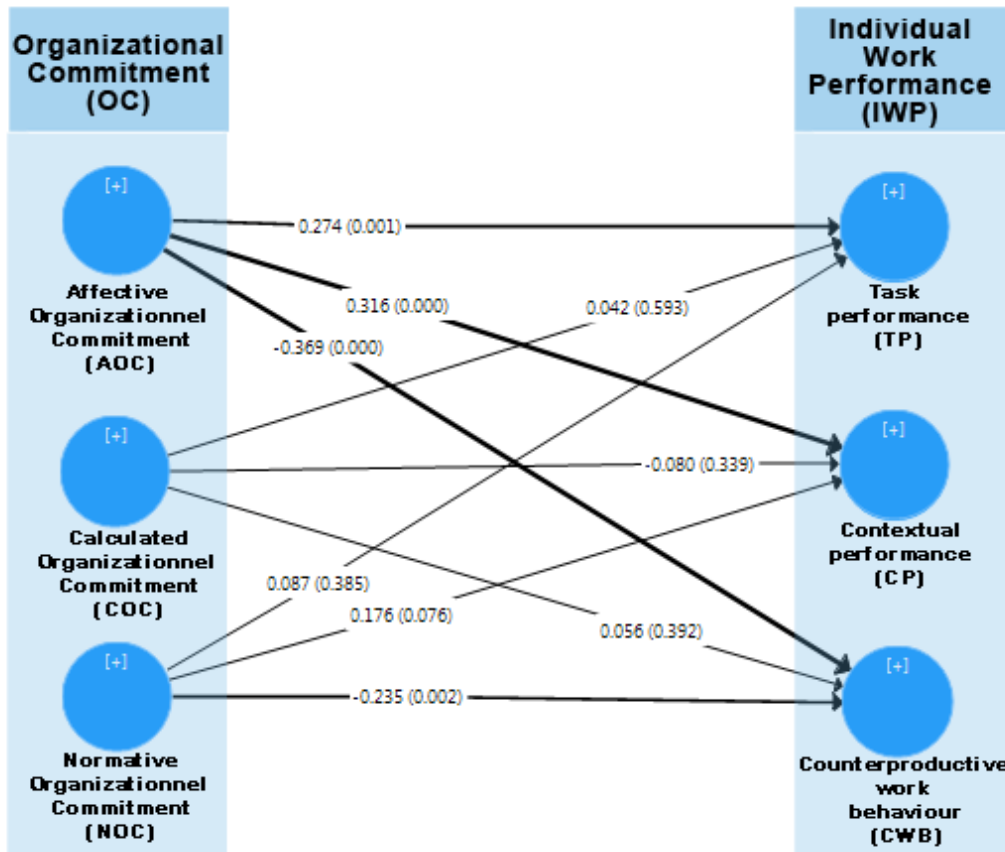
Constructs	R2	R2 adjusted
<b>Task performance</b>	0.132	0.123
<b>Contextual performance</b>	0.166	0.157
<b>Counterproductive work behavior</b>	0.217	0.264

Source: Authors

The results we obtained show that AOC and NOC negatively and significantly influence employees' counterproductive behavior ( $R^2=21\%$  and  $p<0.01$ ). The p-values obtained for the

relationships between counterproductive behavior and AOC and NOC respectively ( $p < 0.001$ ) confirm the existence of a strong link between the constructs. On the basis of these results we support hypothesis H3.3. Similarly, the regression analysis indicates that AOC has a positive and significant impact on TP and CP with respectively ( $R^2 = 13\%$ ,  $p < 0.01$  and  $R^2 = 10\%$ ,  $p < 0.001$ ). Hypotheses H1.1 and H1.2 are then retained.

Figure 2: Final conceptual model



Source: Authors

## 7. Discussion

The purpose of this work is to examine the relationship between organizational commitment and employee job performance. The literature search allowed us to identify the variables that make up each of the constructs. Thus, for organizational commitment we identified three dimensions, namely AOC, COC and NOC. Individual work performance is, in turn, represented by three variables: TP, CP and CWB. Based on the conceptual model we have developed, we have nine relationships to examine (Table 1).

The first hypothesis proposes that AOC positively influences TP. Correlation analysis reveals a positive and highly significant relationship between AOC and TP ( $B = 0.237$ ,  $p < 0.01$ ). This suggests that affective organizational commitment has a positive and highly significant effect on task performance. Hypothesis H1.1 is therefore accepted. These results are similar to previous work.

The second hypothesis suggests that AOC has a positive effect on contextual performance. The analysis indicates a positive and highly significant relationship between the two variables ( $B = 0.316$ ,  $p < 0.01$ ). The results demonstrate the strong impact of AOC on employee CP. On this basis, we support hypothesis H1.2. These findings are in line with the results of studies conducted by Benkhoff (1997), Simard, Doucet and Bernard (2005).

The third hypothesis concerns the relationship between AOC and counterproductive behavior. The analysis shows a negative and highly significant relationship between the two dimensions ( $B=-369$ ,  $P<0.01$ ). This confirms that the more affective organizational commitment an employee has, the less likely he or she is to engage in behaviors that negatively impact the achievement of organizational goals.

Affective organizational commitment has an impact on all the variables of individual work performance (TP, CP and CWB).

Finally, we have the hypothesis that proposes that NOC negatively impacts counterproductive behavior. Examination of the correlation matrix shows a negative and highly significant relationship between NOC and CWB ( $B=-0.235$ ,  $p<0.01$ ).

The other relationships are statistically insignificant. For this reason we reject hypotheses H2.1, H2.2, H2.3, H3.1 and H3.2.

In conclusion, affective organizational commitment significantly affects individual performance, and normative organizational commitment also partially but significantly impacts IWP since we could only confirm one relationship, which is the influence of NOC on counterproductive behavior. The impact of organizational commitment on individual work performance is well verified on the three dimensions of IWP, namely (TP, CP and CWB) with successive  $R^2=0.132$ ,  $0.166$  and  $0.271$  with  $p<0.01$ ).

According to the recommendations of Hair et al. (2010) and Falk and Miller (1992) the  $R^2$  value is acceptable from 0.1. On this basis we can consider that the impact is small on task performance and on contextual performance, while it is moderate for counterproductive behavior.

## 8. Conclusion

The present research explores the link between organizational commitment and individual work performance. In this sense, we have formulated the basic postulate that organizational commitment positively influences individual work performance. Our work then consists of studying the links between the different components of each of the constructs. This involves testing the relationships between affective, calculated and normative organizational commitment, on the one hand, and task performance, contextual performance and counterproductive behavior on the other, as shown in our conceptual model.

The study showed that individual employee performance could be improved through the development of employee commitment to the organization. In this sense, the employee's perception of justice and fairness is of crucial importance, and can be transformed, through the exchange relationship, into behaviors that are positive for the organization's objectives.

The affective organizational commitment variable seems to have the most impact on individual work performance. In fact, this variable influence both task performance and contextual performance as well as counterproductive behavior, but with different weights. This is followed by normative organizational commitment, which only has an effect on counterproductive behavior. Calculated organizational commitment, on the other hand, has no impact on individual work performance.

Although several studies have addressed the relationship between the two constructs, no study has focused on Moroccan firms. The works that have treated the concepts, separately, remain theoretical and therefore do not allow having a real idea on the field.

We intend through this work to contribute both theoretically and empirically to the exploration of the two concepts of the research, namely, organizational commitment and individual work performance. However, the study that we have carried out has limitations that may constitute perspectives for other research work.

Bibliographic resources concerning individual work performance are very rare, and come from other countries. We have adapted our work to the Moroccan context. Furthermore, our

study focused only on the automotive sector, which is made up mainly of structured multinationals. It is therefore appropriate to carry out work on other sectors of activity and also on other types of organization.

Due to the scarcity of resources, we have based ourselves only on a few studies that are the most used references. However, the empirical results have shown that other variables must be integrated, since the ones used only explain part of the relationship.

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