

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB
PERFORMANCES IN MAJLIS BANDARAYA KUCHING SELATAN (MBKS),
KUCHING, SARAWAK**

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CHAPTER 1

INTRODUCTION

Background of the Study

Nowadays, organizational commitment is defined as one of the fundamental factors that affect the success of the companies. Organizational commitment is among the most popular topics in the field of management research (Wasti, 2013). Organizational commitment is a bond that an employee has with the organization they work with and the degree to which they can identify themselves with the values of the organization (Cohen, 2014). Referring to Bushra (2011), organizational commitment is vital to any organization because it is a good predictor of organizational goals, absenteeism, turnover and productivity. Generally, there are three dimensions of organizational commitment which are affective commitment, normative commitment and continuance commitment. Affective commitment refers to employee's emotional attachment to the organization, including beliefs and desires regarding organizational goal achievement. Normative commitment is refers to employee's feelings of obligation to remain with the organization. Finally, continuance commitment is based on the cost incurred by employees if they wish to leave the organization. These dimensions can affect job performance in organizations.

Job performance refers to the work-related activities expected of an employee and how well those activities were executed. Job performance is the achievement of a designed task

with a time set and done by a person which later is measured by using performance management (Shahzad, Luqman, Khan & Shabbir, 2012). Another study stated that the organization acknowledges that an employee's performance is related to the result of their job performance (Daniel, 2014). The employee's empowerment and employee's involvement are essential components to contribute to success in the organization (Zabijakin-Chatleska, 2013). Therefore this study is conducted to investigate the relationship between organizational commitment and job performance.

Statement of Problems

Job commitment is described as the forming of an employee's attitude or relationship towards an organization due to their psychological state (Md. Zabid Abdul Rashid, 2003). Job commitment is essential in an organization as it can influence the employees' sense of belonging to an organization and as well as affecting the employee's level of effort and turnover rates in an organization (Stroh and Riley, 1997). Based on Kaplan Metin and Kaplan Asli, organization commitment yields positive outcomes for both individual and organizational consequences. Hence, the relationship will move in the direction of the employees' job performances (Kaplan & Kaplan, 2018).

Allen and Meyers built a Three-Component Model (TCM) of commitment, which defined in three forms of organizational dedication, affective commitment, normative commitment and continuance commitment (Allen & Meyers, 2004). The organisational commitment that was chosen and studied for this research consists of the three mentioned components which are affective commitment, normative commitment, and continuance commitment, and their relationship with job performance.

There is no denying that organizational commitment plays a vital role in all kinds of organizations, specifically in both the public and the private sector. Previous studies have