ORIGINAL RESEARCH PAPER

Management

A REVIEW ON FACTORS AFFECTING ORGANIZATIONAL COMMITMENT OF EMPLOYEE PERFORMANCE

KEY WORDS: Factors, affecting, employee, performance

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ABSTRACT

Organizational commitment has obtained much interest among managers and organizational personnel , especially in term of employee performance . In the previous two decades that it needs to rely on many important factors in pushing the organization to operate efficiently and achieve its goals. This article summarizes the reviews of related literature and research works in order to provide the introduction and meaning of employee performance, indicate the factors contributing to improve employee performance which include motivation, management, working environment and training development.

1. Introduction

Any organization will achieve the desired goal; it needs to rely on a several important factors. Human resource is fundamental factors in pushing the organization to operate efficiently and is the most important power to driving the organization forward to reach its desired goals and it is counted that human resource is a valuable asset. Therefore, it is extremely important that the organization must give priority to it and need to be aware of the human resource management's efficiency.

Nowadays, human resources management is not restricted to recruit and selecting knowledgeable and capable individuals who can only operate in an organization, but moreover, there are still have crucial things to conduct together such as cultivating or enhancing the awareness among employees within the organization to have satisfaction, commitment, honesty, and loyalty to collaborate with organization and the longer an employee works for the organization the more valuable it becomes. By the organization must care about the career advancement to employees, this will affect the employees to have the commitment to create a reputation and to contribute the accomplishment toward the organization without feeling tiredness and difficulty, but what the organization will expects the employees within the organization can perform like that. It is crucial that the organization need to rely on various factors to rise the component to stimulate and inspire employees to grow the commitment to organization and the most important strategies are those that increase employees' productivity through human resource development [1]. when employees have a feeling of commitment, it will become the inspiration to stimulate the employees to be committed to the operation or their task with the utmost for the organization. Because of the feeling that themselves are also involved in the ownership of organization. Furthermore, organizational commitment also performs as coordinating and connect to the needs of the employees to correspond with the organization's goals.

Organizational commitment has covered more than job satisfaction, that's why it is considered that the organizational commitment is the most important key to retain the employees to operate in the organization persistently. In addition, organizational commitment is still more stable than job satisfaction. This organizational commitment will be gradually developed, but will remain stability, it will be performed as a driving force and motivate employees or personnel to operate tirelessly for the organization. On the other hand, if the employees feel awkward or unsatisfied with their work. Those employees will be unfaithful and there is no feeling of commitment to organization, which will affect in those employees resign from the organization and the consequences are that make the work delayed and lack of continuousness. In other words, having a high employees' turnover rates, which mean losing a good image of the organization. Meanwhile, that will affect the reliability of the

applicants toward the organization concerning stability.

The affecting factors (employee selection, employee training, employee empowerment and employees' motivation) through the point of view about these factors. The attitudes of the employees towards the process of employee selection were high, followed by employee motivation, employee management and employee training. Despite this difference, statistical analysis showed that the attitudes of the employees towards these dimensions combined together were good or over, especially the dimension of employee selection [2]

2. Employee Performance

Performance is often defined simply in output terms ''the achievement of quantified objective''. Performance is not only of what people attained but also the mechanism to achieve it. The Oxford English Dictionary approve this by involving the phrase carrying out in its definition of performance: the achievement, implementation, carrying out, working out of anything assigned. High performance results from suitable behavior, especially discretionary behavior and appropriate utilization of the desired knowledge, skills and competencies. Performance management should consider examining how results are achieve because this provides the important information to consider what requirements to be fulfilled to improve those results.

The meaning of employee performance is directly related to job performance. According to Kahya's articles there provided two scopes of employee behavior in the job performance which are contextual performance and task performance [3]. Task performance is the kind of behavior of the employee that directly involved in the producing goods or service activities provide indirect facilitation for the organization's essential technical processes. Task performance means when employee use their specific skills and knowledge to support the organization's central technical processes.

In any organization, it is important to pay attention on employees' performance because the success of the organization depend on the employee performance. In this regard, it is the key responsibility of Human resource department to assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

3. Factors associated with employee performance
3.1. Employee Motivation

The word "motivation" is very contradictory in assigning meaning to it. Different scholars and academicians have different perspective when they provide definitions of the word "motivation". Motivation comes from a Latin word "movere" which means to move [4]. This implies that you want to motivate some personnel, you are supposed to direct them towards the

doing something or a certain objective. In this regard people who are moving in action or doing something are those who are motivated [5]. With regard to the working environment, motivation can be defined or explained as an employee's desire to engage in work, and attain desired outcomes following the right steps or procedures, task, key responsibility, or position. In addition to this defines motivation as internal process or effort exerted towards influencing or directing some personnel to meet a goal or particular behaviour. This means that it is a procedure which encourages energy in the single to proceed in an activity.

3.2 Management
According to Bill [6] Management participation can be explained as the tendency of the management to provide a chance for the subordinates to communicate, discuss and sharing of clarification and strategic understanding in the perspective of decision making of the organization. Thus, Management contain performs such as empowerment, information-sharing on quality, idea capture schemes, team working, the customers' feedback and business results, organizational performance involved pen sensation system, and broad training and development, which are included the problem resolving and the social skills required for a high participation working. It is considered as an alternate to the control ideal based on work implication, strongly defined divisions of workforce, strict distributions of individual to barely defined duties and minimal employee involvement in a greater level decision [7]

3.3 Working Environment
According to Akinyele [8], working environment clearly classified as actions and employees' activities and performance. Employees and working environment are interconnected, staffs will work tougher and develop performance once they have great working environment. The staffs' ability sharing knowledge with one another depends on how the environment utilize. This can assist organization to improve effectiveness in terms of benefit, level of competitiveness and so on. Furthermore, according to "Lighting in the Workplace" Lighting is vital for workers such as a suitable lighting can contribute more productions and reduce error. Moreover, adequate lighting can reduce eyes stress while work is acting. A Suitable lighting can assist employee to concentrate on work and increase productivity. In addition, this also explained that brightness and wavelength of light can adverse effect on job performance and human's emotion being such as alertness and mood. As well as, Tetteh [9] stated that staff who utilize computer display to implement tasks classically like low lighting levels in order to minimize reflection from computer to employees. At the meanwhile, employees who apply to write, read and draw on paper naturally prefer upper lighting levels because they can clearly see minor letters. Specifically, for older employees, they are weak in visualization. Therefore, they desire upper level of lighting instead of lower lighting level.

3.4 Training and Development
Basing on Landy [10] identified the job training as a set of strategic activities on the part of organization to enhance the work skills and knowledge or adjust attitudes and the social behaviour of its participants in the way consistent with the aims of organization and desires of the job. The training and development has been defined as the procedure by which individuals obtain numerous knowledge and skills that rises their efficiency in several techniques, which involve guiding, leading and leadership, organizing.

The one of training aims is to make an effective service which includes typically the attainment of knowledge required for employees to achieve their tasks. This is a significant requirement of the staff undertaking. Furthermore, the second function of the manager's organization in training, which is to require training to memberships in the areas in which they expect the services.

4. Conclusion
Organizational commitment can be said on the point of view which motivation, management, working environment and training development have the significant relationship with employee performance. Especially, for the motivation can

encourage the employees to proceed in any activity, the second, management can solve problem and social skills that required for working efficiently, third, working environment is also one of the most important thing if employees have a great working environment, it can assist employee to concentrate on work and increase productivity and the last one for the training and development can be procedure to make employee to gain numerous knowledge and skills .Those mentioned factors development will drive the organization forward to reach its desired goals.

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