

# The Relationship between Work Performance and Organizational Commitment of Employees in the Provincial Directorate of Youth Services and Sports

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## ABSTRACT

In this research, it is aimed to examine the relationship between the job performance and organizational commitment of employees in the youth services and sports provincial directorate. A total of 83 people, 63 men and 20 women, who work in the Sakarya Provincial Directorate of Youth Services and Sports and determined by convenience sampling method, participated in the research carried out with the relational screening model. Research data were collected using the "Organizational Commitment Scale", "Employee Performance Scale" and "Personal Information Form". Data were analyzed using descriptive statistics, independent groups t-test, and Pearson correlation analysis. When the research findings are examined; It was determined that there was a significant difference in normative commitment and continuance commitment scores between men and women according to the department graduated ( $p < .05$ ). On the other hand, no significant relationship was found between job performance and organizational commitment and age and years of service ( $p > .05$ ). In conclusion; It can be said that the job performance of the employees in Sakarya Provincial Directorate of Youth Services and Sports is at a high level and their organizational commitment level is at a good level.

**Keywords:** Organizational Commitment, Provincial Directorate of Youth Services and Sports, Job Performance

## INTRODUCTION

With the beginning of human history, people struggled alone in order to continue their vital activities, and they realized that they needed other people to survive. Thus, the concept of cooperation emerged. The difficulty of production also eliminated people's earning by producing alone, so people had to enter the process of socialization. The concept of division of labor also emerged with the process of socialization. Thus, people took the form of a more modern and institutional society. When each of these developments was formulated, people developed from consumer life model to producer, from nomadic life to settled life, from individuality to sociality, from community to division of labor and specialization, from equality to hierarchy. These alliances, which developed in the historical context and emerged from the need for division of labor and cooperation, are explained as "organization"<sup>1</sup>. In order for people to realize their goals in daily life, they need to be in a certain organization<sup>2</sup>.

In order for organizations to survive, it is noteworthy that employees evaluate their current knowledge and abilities on the job. However, the effort and skill of the employees while doing their jobs is insufficient for the existence of the institution. Organizations gaining strength and growth day by day is possible if employees are connected to the institution they work with a strong bond. Therefore, in addition to the knowledge and skills required by the job, positive attitudes related to the job and the field of work are needed. The more positive feelings the employees have for the institution, the more progress they will make in the institution. In this respect, the phenomenon of organizational commitment is considered as a remarkable issue in business life<sup>3</sup>. Grusky, who is one of the researchers who explained organizational commitment for the first time as the meaning of the term, expressed the

concept in 1966 as "the strength of the individual's commitment to the institution". In other words, organizational commitment is behavioral actions that develop as a result of people's commitment behaviors. In Kidron's statement, organizational commitment is explained as "the idea of continuing organizational membership when more attractive alternatives are available". According to another definition, commitment is a function of the perceived fit between the institution and the individual. According to Locke and Kalleberg, organizational commitment is defined as a function of the compatibility between work-related values and organizational rewards<sup>4</sup>.

When evaluated from a conceptual point of view, it is striking that different researchers have made similar definitions regarding the concept of organizational commitment. According to Günce<sup>5</sup>, the emotional reactions that the employee evaluates in general by considering the institution as a whole are as follows: generally organizational commitment, maximum belief and internalization of the values and goals of the institution, the desire to put a lot of effort into the corporate goals, and membership of the institution by taking a place in the institution. an extremely strong desire to continue, the internalization of the existing qualities, values and vision of the institution by the person, a psychological condition that explains the relationship between the employee and the organization, causing the idea of continuing the membership of the institution, the employee's positive feelings about the institution he works for, being a member of the institution Having a strong desire for the purpose of the organization, putting a lot of effort in the interest of the institution and accepting the values and goals of the institution, identifying with an institution and the variable strength of identity unity.

According to Bayrak-Kök<sup>6</sup>, organizational

commitment; Identification of the person with the institution he/she works for is the criterion for the acceptance of the objectives, principles and values of the institution, for making efforts for organizational gains and for the desire to continue working in the institution. According to Durna and Eren<sup>7</sup>, organizational commitment is the individual's acceptance of organizational goals and values, his effort to achieve these goals, and his desire to maintain his membership in the institution.

According to Açık-Taşar and Lowcan<sup>8</sup>, organizational commitment can be expressed as the desire of employees to stay in the organization they work for. The employee establishes a psychological bond with the business he works for, and the basis of this bond is the sense of belonging, interest and identification with the values and goals of the institution. Thus, apart from the duties and responsibilities expected from him, the employee automatically aspires to the expectations that will be directed in line with the values and goals of the institution. An individual who works like this cannot be expected to have the idea of leaving the institution he works for.

Institutional commitment consists of three subheadings: continuance commitment, affective commitment and normative commitment. Continuance commitment refers to ensuring the state of commitment to the institution by evaluating both the economic and social costs of the employee leaving the organization. In other words, if the employee leaves the institution, he continues to stay in the institution due to the high cost he will face<sup>9</sup>. In order for continuance commitment to occur, the institution must offer its employees more than the financial opportunities that they can easily access in different workplaces<sup>10</sup>. Emotional commitment is the emotional attachment of the employee to the institution by devoting himself to the institution due to his positive work experiences with the institution in the past<sup>9</sup>. One of the most frequently encountered types of commitment in the literature is emotional commitment. People with strong emotional commitment maintain their commitment by adopting the goals and values of the organization and making an effort beyond expectations for the organization. In this respect, emotional commitment is the biggest demand of organizations from employees<sup>11</sup>. Normative commitment, on the other hand, is a type of commitment that thinks it is not ethically correct for employees to change jobs and advocates this situation and draws attention to the fact that employees should be committed to their jobs<sup>12</sup>. According to Meyer and Allen<sup>9</sup>, normative commitment is a commitment based on employees' feeling obliged to stay in the organization due to a moral responsibility.

Organizational commitment is important as a determinant of keeping employees within the organization today, where the need for healthy and well-equipped manpower has increased, but finding local employees has become difficult, and therefore competition in attracting employees to work places has become difficult<sup>13</sup>. It is stated that a high level of organizational commitment increases job satisfaction, organizational productivity rate, and decreases organizational cynicism, employee turnover, thought of quitting, and absenteeism<sup>14</sup>. For this reason, it is an important issue for organizations to take measures to

increase the level of organizational commitment in employees. In order to increase the organizational commitment levels of the employees, it is necessary to know the factors that affect the organizational commitment. Individual, organizational and environmental factors affecting organizational commitment are explained below.

One of the individual factors affecting the level of organizational commitment is gender. Within the framework of the studies, it has been determined that there are differences of opinion about whether women or men feel more belonging to their institutions. Researchers suggest that men or women have higher organizational commitment rates due to a number of reasons<sup>4</sup>. Another individual factor affecting organizational commitment is the age factor. Studies conducted to show the relationship between organizational commitment and age generally show a positive correlation. In other words, organizational commitment increases with the advancing age of employees. As the age of the employee increases, alternative job opportunities decrease and the possibility of promotion within the organization increases, which can lead to an increase in his commitment to the institution<sup>15</sup>. When considered in terms of marital status, it is stated that single individuals have less family responsibilities than married individuals, so their organizational commitment is high<sup>14</sup>. Other individual factors affecting organizational commitment are listed as education level, personality traits and professional seniority<sup>16-17</sup>.

Some of the existing characteristics of the employees can affect the level of organizational commitment positively or negatively. In particular, the presence of a working area with negative conditions, the complex nature of the work or the monotonous, ordinary or boring work given to the employee negatively affect organizational commitment. Negative relations with managers and the thought of low wages are among the factors related to the organization that affect organizational commitment<sup>4</sup>. Other factors affecting organizational commitment consist of organizational variables such as establishing an organizational justice environment and ensuring participation in decisions<sup>18</sup>.

When the information in the literature is evaluated, organizational commitment is an important issue for both employees and organizations. The fact that organizational commitment is an important issue is better understood when the results of organizational commitment are examined. Individuals working in the organization believe in the goals and values of the organization and adopt them as their own goals and values. They will make an effort to achieve the goals of the institution. They are very willing to stay as members of the organization, stand by the organization in difficult times, maintain their work in a certain order and protect the interests of the organization<sup>19</sup>. The higher the level of compatibility between organizational values and beliefs and the existing beliefs and values of employees, the higher the sense of commitment to the organization. In organizations where corporate commitment is high, the rate of situations such as working efficiency, information exchange, job satisfaction, work continuity, corporate trust, effective use of resources, and corporate citizenship attitude is also high. In addition, the development of anti-productive attitudes such as

absenteeism, organizational alienation, discrimination in the workplace, misuse of information and resources, mobbing and leaving the job cannot be ignored in organizations where the level of corporate commitment is low<sup>20</sup>.

Another factor that makes organizational commitment important is that high organizational commitment contributes to employee performance. When considered conceptually, job performance is defined as “the individuals working within the organization successfully fulfilling the duties and responsibilities assigned to them, working for organizational purposes and effectively completing the work they have undertaken”<sup>21</sup>. As it is known, the work performance of the employees generally decreases when they are under a high workload<sup>22</sup>. On the other hand, organizational commitment appears as an element that increases employee performance. The study findings in the literature<sup>23-24-25-26-27</sup> indicate that high organizational commitment indicates improved employee performance. On the other hand, at the end of the literature review, it was seen that the studies dealing with the relationship between the organizational commitment levels of the personnel working in the provincial directorates of youth services and sports and job performance were limited. As it is known, organizational commitment levels and work performances of employees in public institutions as well as private sector employees are very important for organizations to reach their goals. In this context, in this study, it is aimed to examine the relationship between the organizational commitment levels of youth services and sports provincial directorate employees and their job performance.

**METHOD**

**Model of the Research:** In this study, the relational screening model, which is a type of screening model, was used. The relational screening model is expressed as studies in which the relationship between two or more variables is examined without intervening in any way.

**Research Population and Sample:** The universe of the research consists of the employees of Sakarya Youth Services and Sports Provincial Directorate. The sample consisted of a total of 83 people, 63 men and 20 women, aged between 23 and 52, who were selected by easy sampling from the universe.

Table 1. Descriptive statistics of the research group

Gender	n	%	$\bar{X}_{age}$
Male	63	75,9	32,92±6,52
Female	20	24,1	
Total	83	100,0	

According to Table 1, 75.9% of the participants (n=63) were male; It is seen that 24.1% (n=20) of them are women. The mean age of the participants was found to be 32.92±6.62.

**Data Collection Tools**

**Personal Information Form:** In the study, a personal information form prepared by the researcher was used to determine some demographic characteristics of the participants. In this form, it is aimed to reach information such as gender, age, department graduated and years of service.

**Organizational Commitment Scale:** The Organizational Commitment Scale, which was developed by Meyer and Allen<sup>28</sup> and revised by Meyer, Allen and Smith<sup>29</sup>, and

adapted into Turkish by Wasti<sup>30</sup>, was used to determine the organizational commitment levels of the participants. The scale consists of 18 items in a 5-point Likert type and 3 sub-dimensions (emotional, continuance and normative). As a result of this research, the Cronbach Alpha reliability coefficients of the measurement tool were .70 for affective commitment; .72 for continuance commitment and .71 for normative commitment.

**Employee Performance Scale:** To determine the job performance of the participants, the Employee Performance Scale developed by Kirkman and Rosen<sup>31</sup>, validated and reliable by Sigler and Pearson<sup>32</sup>, and adapted into Turkish by Çöl<sup>33</sup> was used. The scale consists of 4 items in a 5-point Likert type and one dimension. In this study, the Cronbach Alpha internal consistency coefficient of the scale. It has been identified as 74.

**Data Collection:** The data were personally collected by the researcher from the personnel working in the Sakarya Province Youth Services and Sports Provincial Directorate. At the beginning of the research, the participants were informed about the purpose and importance of the research. After the explanations, data were collected from individuals who voluntarily agreed to participate in the study.

**Analysis of Data:** SPSS 21.0 package program was used in the statistical analysis of the data. Frequency (f) and percentage (%) distributions were calculated in the evaluation of demographic information about the personnel working in the provincial directorate of youth services and sports. In addition, descriptive statistics were analyzed using independent groups t-test and Pearson correlation test.

**FINDINGS**

Table 2. Descriptive statistics for the sub-dimensions of the scale

Scale Dimensions	n	$\bar{X}$	ss
Employee Performance	83	4,225	,547
Affective Commitment	83	3,634	,767
Continuance Commitment	83	3,265	,657
Normative Commitment	83	3,132	,796

According to Table 2, it has been determined that the average score of the employee performance scale is 4.225, the mean of emotional commitment is 3.634, the mean of continuance commitment is 3.265, and the mean of normative commitment is 3.132

Table 3. Comparison of participants' employee performance and organizational commitment scores by gender

Sub-Dimensions	Gender	n	$\bar{X}$	ss	t	p
Employee Performance	Male	63	4,25	,54	,59	,56
	Female	20	4,16	,58		
Emotional Commitment	Male	63	3,62	,80	-,38	,71
	Female	20	3,69	,67		
Continuance Commitment	Male	63	3,30	,66	,83	,41
	Female	20	3,16	,67		
Normative Commitment	Male	63	3,25	,75	2,47	,01
	Female	20	2,76	,84		

As a result of the independent groups t-test in Table 3, it was determined that there was a significant difference in normative commitment scores between men and women (p<.05). There was no significant difference in other

dimensions and employee performance ( $p > .05$ ).

Table 4. Comparison of the employee performance and organizational commitment scores of the participants according to the department they graduated from

Sub-Dimensions	Departments	n	$\bar{X}$	ss	t	p
Gender	Physical education	31	4,23	,52	,10	,93
	Other	52	4,22	,57		
Employee Performance	Physical education	31	3,47	,73	-1,49	,14
	Other	52	3,73	,78		
Emotional Commitment	Physical education	31	3,08	,70	-2,01	,04
	Other	52	3,37	,61		
Continuance Commitment	Physical education	31	2,93	,66	-1,81	,07
	Other	52	3,25	,85		

As a result of the independent groups t-test in Table 4, it was determined that there was a significant difference in the continuance commitment score according to the department graduated ( $p < .05$ ). There was no significant difference in other dimensions and employee performance ( $p > .05$ ).

Table 5. The results of the relationship between participants' age, years of service, employee performance and organizational commitment

		1	2	3	4	5
1) Year	r	-				
2) Years of Service	r	,705**	-			
3) Employee Performance	r	,187	,208	-		
4) Emotional Commitment	r	,105	-,060	,112	-	
5) Continuance Commitment	r	-,014	-,128	,048	,089	-
6) Normative Commitment	r	-,064	-,210	-,017	,289**	,569**

According to the results of the Pearson correlation analysis in Table 5, no statistically significant relationship was found between the age, years of service, employee performance and organizational commitment sub-dimensions ( $p > .05$ ).

## DISCUSSION and CONCLUSION

It was found that the job performances of the individuals participating in the research did not differ significantly according to the gender variable. It can be thought that the reason for this result is that the workloads of male and female employees are similar, that they work in jobs suitable for their physical strength and that their organizational commitment levels are similar. When considered according to the graduated department variable, it was found that the job performances of the employees participating in the research did not differ significantly. It can be thought that the reason for this result lies in the fact that the individuals participating in the study work in positions suitable for the fields they graduated from and that their professional Self-efficacy levels are similar to the fields they work in.

It was found that the organizational commitment levels of the employees participating in the study differed

significantly in the normative commitment sub-dimension. According to the results obtained, it has been determined that the normative commitment level of male employees is higher than that of female employees. It can be thought that the reason for this result lies in the fact that male employees have higher household responsibilities than female employees, and in parallel, they show high normative commitment. In addition, it can be said that the fact that the expectations of male and female employees are different from each other, paves the way for organizational commitment to differ according to gender. In the study conducted by Camcı<sup>19</sup>, it was stated that being involved in business life is a more important motivation tool for men compared to women, and it was emphasized that the level of organizational commitment is higher in male employees for these reasons. Findings of similar studies conducted in this area in the literature also reveal that the levels of organizational commitment of women and men are similar<sup>34</sup>. In a study conducted on public personnel teachers on this subject, it was found that the general organizational commitment level of male employees is higher than that of females<sup>35</sup>. In studies conducted on private sector employees, it has been reported that the level of organizational commitment is higher in male employees than in women<sup>36</sup>.

In some studies in the literature, it has been found that organizational commitment does not differ according to gender in both public and private sector employees<sup>37-38-39-40</sup>. In a study conducted on youth services and sports directorate employees, the factors related to the organizational commitment and job satisfaction levels of the personnel were examined, and it was determined that the organizational commitment level of the personnel did not differ according to the gender variable<sup>41</sup>. It can be thought that the reason why this study finding is not similar to research findings lies in the fact that the institutions where the research is conducted have different organizational cultures.

When considered according to the graduated department variable, it was found that the organizational commitment levels of the employees participating in the research did not differ significantly. It can be thought that the reason for this result lies in the fact that although the participants graduated from different departments, they completed the sports-related departments and worked in jobs suitable for the departments they studied. In the studies in the literature, in which the factors related to organizational commitment are discussed, there are no studies that examine the level of organizational commitment in youth services and sports provincial directorate employees according to the departments they graduated from.

In this study, it was determined that there was no statistically significant relationship between age, years of service, employee performance and the sub-dimensions of organizational commitment. In the studies in the literature, it is seen that the findings that do not show parallelism with the findings of this research have been reached. It can be thought that one of the main reasons for this lies in the fact that the researches are conducted on individuals working in different sectors. In a study conducted by Bozkurt and Yurt<sup>37</sup>, it was found that the level of organizational

commitment of public personnel differs according to the age group variable. In the aforementioned study, it was found that continuance commitment is higher in employees from younger age groups when compared to employees older than 32 years of age. In the study conducted by Durna and Eren<sup>7</sup>, it was determined that as the age of the employees increases, the normative commitment levels also increase. In the study conducted by Çöl and Gül<sup>11</sup>, it was determined that there is a negative significant relationship between age and organizational commitment in public employees, and in this context, as the age of the employees increases, their level of organizational commitment decreases. In the study conducted by Boylu et al.,<sup>40</sup> it was found that as the professional seniority of the employees increases, their continuance commitment decreases. In the study conducted by Akmaz and Erbası<sup>39</sup>, it was determined that organizational commitment increases as the age of the employees increases.

The findings of the study, which deals with the relationship between organizational commitment and job performance, also show that organizational commitment increases job performance<sup>42-43</sup>. In the study conducted by Boz et al.,<sup>44</sup> it was determined that there are positive and weak relationships between the emotional, normative and continuance commitment levels of the employees and their job performance. In the study conducted by Çelik and İnce<sup>45</sup>, it was determined that there is a negative significant relationship between emotional commitment and task performance in employees. In the study conducted by Çankır<sup>46</sup>, it was concluded that the level of general organizational commitment positively affects employee performance. In the study conducted by İraz and Akgün<sup>47</sup>, it was found that there is a positive and significant relationship between the normative commitment levels of the employees and their job performance.

As a result, ensuring organizational commitment and increasing employee performance in public institutions, as well as in businesses operating in the private sector, have an important place in achieving organizational goals. In this context, it was aimed to examine the relationship between the organizational commitment levels and job performances of the personnel working in the youth services and sports provincial directorate, which is a public institution<sup>48</sup>. At the end of the research, it was determined that the job performances of the employees did not differ significantly according to the gender variable, and when it was considered according to the graduated department variable, the job performances of the employees participating in the research did not differ significantly. In addition, it was determined that the level of organizational commitment differed according to gender, and the level of organizational commitment did not differ significantly according to the graduated department variable. When the relationship between the variables was considered, it was concluded that there was no statistically significant relationship between age, years of service, employee performance and the sub-dimensions of organizational commitment. It was seen that the results obtained were partially parallel with the literature, and it was thought that new studies should be done on the youth services and sports provincial directorate personnel.

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