THE RELATIONSHIP BETWEEN EMPLOYEE COMMITMENT AND SUSTAINED PRODUCTIVITY IN AGRICULTURAL BUSINESSES

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Abstract: Today almost all businesses are aware of the significance of employee commitment and its role in inspiring employees. The main aim of this study is to investigate the relationship between employee commitments and sustained productivity in agricultural businesses in Erbil. A quantitative method used to analyze the current study. A questionnaire was developed and distributed in 12 feed plants in Erbil. The sample size of the study was 71 participants. The researcher has taken affective commitment, normative commitment and ccontinuancecommitment as independent factors and sustained productivity as dependent variable. The findings revealed that three independent factors (affective commitment,continuous commitment and normative commitment) are positively related with sustained productivity. But the continuous commitment had the highest value, which indicates that many feed plants' employees are committed to their job because of remuneration and lack of alternatives. Also, the results revealed that all three independent factors are correlated with sustained productivity. The results can be used as a guiding method for the feed plants management to increase their employees' commitment.

Keywords: Agricultural Businesses, Employee Commitments, Erbil, Sustained Productivity

I. INTRODUCTION

Currently there is a considerable body of indication representing the advantages to businesses of having a strongly committed employee. Many academic researchers proved that committed employees less likely will leave the organization for instance (Mathieu & Zajac,1990), meanwhile; according(Eslami & Gharakhani, 2012), committed employees will attend regularly. In today's competitive environment, none of the businesses can survive without employee commitment. Therefore, it is significant to recognize the conception of commitment and its possible consequence.According to (Osa & Amos,2014), commitment is a belief that demonstrates individual's strength of attachment to an organization.(Meyer and Allen,1991)**,** developed a three model of organizational commitment; the first model is affective commitment, the second model is continuance commitment and the third model is normative commitment. The purpose of this study is to identify the relationship between employee commitments with sustained productivity in feed plants in Erbil.

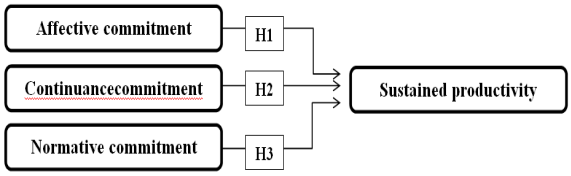
II. LITERATURE REVIEW

According to (Bratton and Gold ,2007)employee commitment refers to individuals' participation or attachment to the organizations (as cited by Lee & Chen,2013). According to(Ongori,2007), employee commitment is an effective reaction to the entire organization and the degree of employees' loyalty to their organization.(Zheng, et al.,2010), defines employee commitment as basically employees' attitude to organization. According to(Solinger, et al., 2008), employee commitment is a psychological degree which describes the individuals' relationships with the organization and has associations to continue as a member in the organization. According to(Akintayo, 2010), employee commitment is the degree to which the individuals have strong attachment to their organization. As per(Albdour & Altarawneh, 2014) stated employee commitment is significant for every organization, because high levels of employee commitment results in higher productivity. According to (Nguyen, et al.,2014) committed employees mostly have no intention to quit their job. (Angle & Perry (1981) & Jenkins (1995)), proved a negative relationship between employee commitment and employee turnover intentions.

On the other hand many academic scholars proved a positive relationship between employee commitment and productivity (Dixit & Bhati, 2012). Organizations can benefit from committed employees in many ways for instance, reducing employee turnover and increasing sustained productivity (Abdullah & Ramay, 2012). According to (Meyer & Allen,1991) there are three models of organizational commitment. (a) Affective commitment is the degree that employee is emotionally attached to the organization, (b) Continuance commitment is the degree that an employee is attached to organization because of self-investment and the last model is (c) Normative commitment which is the degree that an employee is attached to an organization because of social norms and ethical reasons (as cited by Fu, et al., 2009).

III. CONCEPTUAL FRAMEWORK

Research model



Research Hypothesis

According to the above research model, the following research hypothesis developed:

H1: There is positive relationship between affective commitment and sustained productivity.

H2: There is positive relationship between continuance commitment and sustained productivity.

H3: There is positive relationship between normative commitment and sustained productivity.

IV. Research Methodology

The purpose of this research is to examine the relationship between affective commitment, continuance commitment and normative commitment with sustained productivity in feed plants in Erbil. A quantitative method used to analyse the present research. The questionnaire consisted of two units, the first unitcomprised of participants' demographic questions (respondent's age and respondents' gender. The second part of questionnaire consisted of 6 questions for affective commitment, 4 questions for continuance commitment, 4 questions for normative commitment and 5 questions for sustained productivity. The sampling method used in this study was random sampling technique. The study was carried in Erbil.The researcher distributed 90 questionnaires, only 71 questionnaires were received and being completed properly.The questionnaire is organized in multiple choice questions format. Five point Likret scale used, the participants were asked to range from strongly disagree to strongly agree. The researcher adopted the survey from (Dixit & Bhati, 2012 & Irefin & Mechanic, 2014).

V. Results and analysis

Table 1-Demographic analysis

Items	Scales	Frequency	Percent
Age	18-29	15	21.1
	30-39	20	28.2
	40-49	20	28.2
	50-59	14	19.7
	60+	2	2.8
Gender	Male	64	90.1
	Female	7	9.9

Table (1), shows participants' demographic analysiscontributed in this research. 15 participants were 18-29 years old, 20 respondents were of 30-39 years old, 20 respondents were 40-49 years old, 14 respondents were 50-59 and only 2 participants were 60 years old and above. In terms of participants' gender; 64 participants were male and only seven participants were female.

Table 2-Reliability Statistics

Factors	Cronbach's Alpha	N of Items
Affective commitment	.742	6
Continuance commitment	.795	4
Normative commitment	.740	4
Sustained productivity	.808	5

Table (2), shows the reliability analysis for (affective, continuance and normative commitment) as independent factors and sustained productivity as dependent factor. According to the reliability tests, the researcher found out affective commitment's Cronbach Alpha = .742 for 6 items which are greater than .6 this means that affective commitment's 4 items were reliable for this study, Continuance commitment's Cronbach Alpha = .795 for 4 items which are greater than .6 this means that Continuance commitment's 4 items were reliable for this study, normative commitment's Cronbach Alpha = .740 for 4 items which are greater than .6 this means that normative commitment's 4 items were reliable for this study and sustained productivity's Cronbach Alpha = .808 for 5 items which are greater than .6 this means that sustained productivity's 10 items were reliable for this study

Table 3-Correlation analysis

Correlations

		Continuance	normative	Affective
Sustained productivity	Pearson Correlation	.973**	.337**	.691**
	Sig. (1-tailed)	.000	.002	.000
	N	71	71	71

**. Correlation is significant at the 0.01 level (1-tailed).

As seen in table (3), the correlation between independent factors (affective commitment, normative commitment and continuance commitment) with sustained productivity as dependent factor. The value R for the continuance commitment = .973** which indicates that continuance is significantly and positively correlated with sustained productivity, the value R for the normative commitment = .337** which indicates that normative commitment is significantly but weakly correlated with sustained productivity and the value R for the affective commitment = .691** which indicates that affective commitment is significantly correlated with sustained productivity.

Table 4-Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978[a]	.957	.955	.075

a. Predictors: (Constant), continuance, normative, affective

As seen in the table (4), the value of R square = .955 which indicates that 95% of variables have been explained.

Table 5-ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.281	3	2.760	491.418	.000[b]
	Residual	.376	67	.006		
	Total	8.657	70			

a. Dependent Variable: sustained productivity

b. Predictors: (Constant), continuance, normative, affective

As seen in table (5), the value of F for an independent factors and a dependent factor is 491.418>1 which indicates there is a significant association between three independent factors and dependent factor.

Table 6-Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.092	.124		.737	.463
	Affective	.083	.033	.086	2.531	.014
	Continuance	.884	.033	.900	26.568	.000
	Normative	.032	.014	.063	2.346	.022

a. Dependent Variable: sustained productivity

Multiple regression analysis used in this study, as seen in table (6), the coefficients analysis shows the B value for affective commitment = .083> 0.01, which supported the first research hypothesis, the B value for continuance commitment = .884> 0.01, which supported the second research hypothesis and the B value for normative commitment = .32> 0.01, which supported the third research hypothesis.

CONCLUSIONS

This researchinvestigated the relationship between employees' commitment and sustained productivity in feed plants in Erbil. In feed plants sustained productivity of the workersrelies more upon the continuance commitment of employees. It demonstrates a positive indication of the employees revealing the attachment and commitment of employees to the organization. According to multiple regression analysis, the researcher found that continuance commitment had the highest value among other employee commitment = .884 which indicates that many feed plants' employees are committed to their job because of remuneration and lack of alternatives. Also, the results revealed that all three independent factors are correlated with sustained productivity. The results can be used as a guiding method for the feed plants management to increase their employees' commitment.

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