

# The Moderating Effect of Working Environment on the Relationship between Organisational Commitment and Job Performance among Nurses of Public Hospitals in Karachi

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**Purpose:** the aims of this study were to design a model which describes the job performance of nurses based on individual, and organisational factors. It shows the causal relationship between the independent variables of the ‘organisational commitment’, such as the affective, normative, and continuance; the moderating variable of the ‘working environment’; and the dependent variable of ‘job performance’; and their collective impact on job performance. **Method:** the survey was conducted using a questionnaire administered to 300 professional nurses working in a major tertiary care hospital of Karachi. The questionnaire measured the variables of job performance, organisational commitment (affective, normative, and continuance), and working environment. **Results:** the results of this study revealed that organisational commitment (affective, normative and continuance), and working environment have a direct effect upon job performance. A Pearson Correlation analysis confirmed that job performance correlates positively with organisational commitment ( $r=0.366$ ;  $p<0.01$ ), affective commitment ( $r=0.273$ ;  $p<0.01$ ), normative commitment ( $r=0.0390$ ;  $p<0.01$ ), continuance commitment ( $r=0.400$ ;  $p<0.01$ ), and working environment ( $r=0.685$ ;  $p<0.01$ ). The correlation is significant at the value of less than 0.05. **Implications for nursing management:** nursing management could achieve its aim of enhancing job performance through the improvement of support from nurse coordinators, the specific organisation of work models, ad hoc

family-friendly policies, and the individual counselling programmes of nurses.

**Keywords:** *Job performance, Affective commitment, Normative commitment, Continuance commitment.*

## Introductions

Organizations can operate their business successfully with the help of definite resources, such as a piece of land, employees, capital, and entrepreneurship. In addition to all the other factors of execution, a workforce is the most important resource of any business institute (Divanna & Rogers, 2005). The adverse effect of disparity upon organisations is also extensive (Rodgers & Rodgers, 1992; Thomas & Ganster, 1995). Due to the persistent incapability of employees, they fail to maintain the balance between professional, and personal life, which leads to higher rates of absenteeism, and employee turnover; reduced efficiency, and decreased job contentment; and a lower level of organisational commitment, and consistency.

The different reports in the healthcare sector indicate that a steadiness in personal, and organisational aspects can lead to considerable developments in absenteeism, voluntary upset, efficiency organisational dedication and devotion, job gratification, stress levels, and health care senses of cost (Cascio et al., 1998). As per the aforementioned studies, there are various perspectives which explain a fluctuation in employees' performance. Few studies argue that job performance is the action or behaviour itself, and not a consequence. Dissatisfied employees often show poor performance indirectly, disrupting the overall organisational processes (Daily Express Mail, 2012). Organisational commitment can also endure when a member of staff is disappointed with their job. Within the hospital care setting, the carrying into action of paramedics, and the nursing group is accepted as fundamental constituent in the establishment of quality health. This is not unexpected, given the remarkable effect upon the quality of nurse impact on patient results. In fact, research has demonstrated that nursing quality care is the largest forecaster of affected role' satisfaction with their care (Larrabee et al., 2004).

Employees are considered an important asset for good quality, and effective performance in any organisation. Indeed, Guest (1997) stated that improved performance is achieved through the employees in the organisation. Globally, there seems to be a degree of inefficiency in public amenity, while there is a requirement to produce furthermore for a lesser amount (Nabukeera, Ali & Raja, 2014). This issue rises in underdeveloped, developing, and developed countries, and increases the eagerness for effectiveness, and the need for an evaluation system to evaluate the performance of public sector organisations (Nabukeera, Ali

& Raja, 2014).

Furthermore, over the past few decades, a remarkable transformation has occurred in the labour market, and demographic profiles of employees. Kin have shifted from the traditional male 'breadwinner' role to dual wage earner mates, and single parent families. Comparative to the working environment, organisations are challenging an increase in employee flexibility and productivity. The old-fashioned, 'job for life story', has changed into an economic environment of improbability and job insecurity. Workers' perspectives and expectations have also changed towards work (McPherson & Reed, 2007). The new alignments of job performance towards a specific career growth, and better understanding; and a need for steadiness among job, and personal activities, are required in order to maintain an overall sense of synchronisation in life (Clarke et al., 2004). In the healthcare setting, job performance is a predominant factor and area of attention for policy makers. This ultimately affects the dedication to a job, and the issues related to job commitment.

Moreover, recent studies have revealed that high commitment practices can work enthusiastically and represent general commitment strategy towards organisation (Gagne et al., 2008). Furthermore, high commitment work practices do enhance performance, labour productivity, and the quality of service (Meyer JP, 2009). Researchers have publicised several elements that can affect job performance. It has been mentioned that employees' commitment is a crucial element for the job performance. Human resource departments can assist development and capacity building at the institutional level by engaging employees in such a way that they show commitment and retain with the institution (Bridger RS et al., 2007). The literature also reveals that it is mandatory for every organisation to have employee commitment to be able to have outstanding performance on a continual basis (Galais N et al., 2009). Gagne et al. concluded that those employees who are given flexible work schedules, such as flexi timings, work from home option, and remote access, have a stronger sense of organisational commitment than others. Lambert et al. researched upon the positive and direct correlation between organisational commitment shown by employees, and their performance at work. This study aimed at identifying and estimating the level of employees' commitment and job performance, commitment being a major determinant of job performance of the public healthcare sector (Nabukeera Ali & Raja, 2014).

The shortage of nurses is a progressively more severe dilemma in several commonwealths. In Japan, the statistical allocation of nurses across different healthcare sites is not smooth. The number of hospital minimum paramedics is adequate for necessary routine work, however, the number of home healthcare nurses is inadequate (Kawagoe, 2009). Approximately 50,000 nurses will soon be a requisite in long-standing care settings (e.g. nursing homes) in Japan (Hui, 2012). Contemporary work dynamics are such that all kinds of institutions and organisations are focussing on competitive job performance and creating a committed

workforce to keep up with overcoming workplace challenges. In this era of nonstop competitions, organisations need to inculcate commitment in every individual employee, rendering them capable to perform maximally in congruency with the mission and vision of the organisations. Hence, it is vitally necessary to understand the concept of commitment, and how it impacts job performance.

Moreover, in Pakistan, the moderating function of the working environment upon the job being carried out has rarely been reported. Although, several researchers have reported the burden of the working environment on job performance among hospital nurses, yet no subject area was found to ensure the moderating effects of the working environment between organisational commitment, and job performance in the healthcare sector of Pakistan. Human resources in any organisation are pivotal and serve as the backbone that provides long term service with excellence. Pakistan has a dearth of human resources in the health industry due to a myriad of reasons. Research proposes that the private hospitals, and healthcare establishments are somewhat well equipped and organised in terms of infrastructure and human resources, providing a better working environment. However, the employees within the government hospitals face various issues that significantly impact job performance (Hafeez A et al., 2010). In the clinical sciences, nurses' performance plays a crucial role, and therefore, it is reflected in their routine activities and dealing with patients while performing their duties. In the same way, public health professionals' performance in their job would conclude the excellence of the healthcare service delivery for their own communities (Haas JS et al., 2000).

It is also comprehensible from accessible literature that job performance is a very crucial factor for organisations, and in the same way, the relationship between employee optimistic approach, and human resource practices is also established by different researchers (Edgar & Geare, 2005). This research study provides more strength to existing literature by elucidating the importance of job performance and commitment for organisational performance.

### ***Job Performance***

Job performance is the most important dependent variable in organisational psychology. According to John P. Cambell (1980), "Job performance is the quality and quantity expected in a particular job from an employee to perform their job well, which is most of the time determined, by motivation and the will and ability of the individual employee to do the job". The literature shows that distinction between task, and contextual performance has been emphasised in detail. There are few fundamental differences between task, and contextual performance, including: (1) contextual performance activities are more or less the same for almost all jobs, whereas task performance is job specific; (2) task performance is ability based, whereas contextual performance is motivation, and personality based; and (3) task

performance is part of the formal job description, whereas contextual performance is voluntary or not enforceable, and often does not bring a formal direct or indirect reward by the management (Motowidlo & Schmit, 1997).

Many researchers also found that personnel-related factors and commitment also affect job performance (Jaramilloa, Mulki & Marshal, 2005; Al-Ahmadi, 2002). Studies have shown that job satisfaction is the general attitude of organisational and environmental factors. For instance, employees have concerns pertaining to the salary, the nature of job, appraisal and career improvement opportunities, support from supervisors, and work relations with colleagues that can impact employee satisfaction or dissatisfaction (Ahmad et al., 2002). There is a myriad of factors impacting job performance, which are inclusive of but not limited to job aid, support by seniors, and the physical dynamics of the workplace. These three factors determine employees' commitment with the organisation, and workplace environment plays a pivotal role towards job performance (CHEN Jia-sheng & FAN Jingli, 2003).

Furthermore, the study, which is conducted on university teachers, also concluded that organisational commitment (continual, normative, and affective) has a constructive relationship with job performance. Suliman A and Lles (2000) investigated organisational commitment, and job performance in three industrial units. This study showed that organisational commitment is a three-dimensional perception, and it has a positive association with job performance. Scholars have also linked job performance with behaviour. Moto wildo and Scotter (1994) concluded that performance is based on behaviours aligned with organisational goals. Stup (2003) demonstrated that employers must align the tasks for employees in congruence with the organisational objectives to obtain standard performance. By inculcating these steps, employers can monitor employees' performance, and aid them in performance improvement.

### ***Employee Commitment***

According to Meyer and Allen, "Commitment is a Psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization". The critical variable to reach organisational goals is employee commitment. A less committed employee will contribute fewer efforts in working, and such employees will only do their routine work considering it a burden. Moreover, they do not show interest in additional activities for the betterment of the organisation and are not concerned with the goals of an organisation. They are more interested in their personal growth instead of taking interest in organisational growth, and success. Employees with low levels of commitment are not sincere with the organisation, and they consider it as a place to gain benefits only, and then leave for better opportunities if they do not consider themselves

as part of the organisation. However, highly committed employees consider themselves as an essential part of the organisation. They consider organisational issues as their own issues, and apply their maximum efforts to steer their organisation out of or to resolve such issues which could be harmful to the organisation. Committed employees are continuously involved in developing and implementing activities that improves their work, and they keep themselves involved by accomplishing organisational goals, and worth. Such employees not only complete assigned tasks, but they apply all their skills wherever needed. It can be concluded that committed employees own the organisation and show such dedication that it is their own organisation. It is all profit, and reputation belongs to them, so there is a positive relationship between employee commitment and high work performance and productivity (Muthuveloo & Che Rose, 2005).

### ***Affective Commitment***

Affective commitment represents an individual's emotional attachment to an organisation. According to Meyer and Allen, affective commitment is "The employee's emotional attachment to, identification with, and involvement in the organization". The organisational members, who are committed to an organisation on an affective basis, continue working for the organisation because they want to link closely with the same organisation (Meyer JP & Allen NJ, 1997). Members who are committed on an affective level stay with the organisation because they view their personal employment relationship as compatible to the goals, and values of the organisation (Beck K & Wilson C, 2000). The organisational commitment model of Meyer and Allen (Meyer J P & Allen N J, 1997) specified that affective commitment is inclined by factors such as challenging tasks, precise duties and responsibilities, goal complexity, accessibility by management, peer cohesion, equity, individual importance, evaluation, contribution, and dependability. Affective commitment development involves identification and internalisation (Lee C & Chen C, 2013). The development of affective commitment involves recognising the organisation's importance, and internalising its ethics, and values (Beck & Wilson, 2000).

### ***Continuance Commitment***

The second dimension of the tri-dimensional model of organisational commitment is continuance commitment. According to Meyer and Allen (1997), "Continuance commitment is an awareness of the cost associated with leaving the organization". It is calculative in nature because of the individual's perception or weighing of costs, and the risk associated with leaving the current organisation (Meyer J P & Allen N J, 1997). Meyer and Allen further state that "employees whose primary link to the organization is based on continuance commitment remain because they need to do so". This indicates the difference between continuance, and affective commitment. The last entails that individual's stay in the

organisation because they want to. Continuance commitment can be regarded as an instrumental attachment to the organisation, where the individual's association with the organisation is based on an assessment of the economic benefits gained (Wilson, 2000). Organisational members develop commitment to an organisation because of the positive extrinsic rewards obtained through the effort-bargain, without identifying with the organisation's goals, and values.

### ***Normative Commitment***

The last dimension of the organisational commitment model is normative commitment. Meyer and Allen define normative commitment as, "A feeling of obligation to continue employment and employees with normative commitment feel that they ought to remain with the organization". Internalised normative beliefs of duty and obligation make individuals obliged to sustain membership in the organisation (Meyer J P & Allen N J, 1997). In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do. Lee et al. (2013) found that employee commitment will increase when employees feel affiliation with the organisation, and when the organisation recognizes them as a part of the organisation. Recognition, as part of the organisational success story, will increase the commitment level, and the individual and organisational productivity. Camilleri (2002) identified that education level, personality, and position are important factors that determine an individual's levels of employee commitment by using a regression method, and analysis of variance. He further explains that for the continuance, and normative dimensions of employee commitment, the education level, and position are remarkably stronger, meanwhile personality is remarkably stronger for the continuance, and effective dimensions.

### ***Employee Commitment and Job Performance***

Employee commitment is important because a high level of commitment leads to several favourable organisational outcomes, and job performance is one of them. A remarkable amount of research effort has been undertaken to understand the concepts, and to identify the implications of organisational commitment over the job performance of recruits at their place of work.

The impacts of organisational commitment has been observed on two factors: turnover intention, and job performance. Chen (2006), who studied the relationship between employee commitment, and job performance, found that there was a positive relationship between employee commitment, and job performance. The study suggested that companies needed to strengthen their employees' commitment towards the organisation to enhance job performance.

Employee commitment is one of the most important concepts that affects the job performance, and results of any organisation, which ultimately affects job performance in terms of effectiveness, and efficiency. The future concurrence for the task condition and time is called commitment. Employee commitment is the faith and attitude of employees towards an organisation. A committed employee is honest in their job, work activities, and is passionate. In other words, they always try to improve things or do such things which will increase turnover (Hafiz, 2017). A committed employee will also arrive on time for duty, avoids absence, and also avoids job switching (Peace Ireferin et al., 2014). Employee commitment is of great benefit for an organisation, as a committed employee will perform its activities with full motivation and dedication, which results in completing goals efficiently, and timely.

A cross sectional study was conducted in Iran on the correlation between organisational commitment, and nursing care behaviour. The result revealed that there is a significantly positive association between organisational commitment, and nursing care behaviour. The managers and nurse leaders should take initiatives to develop organisational commitment among nurses, and for the betterment of the performance of the organisation, specifically in terms of effectiveness, and efficiency.

### ***Moderating Effect of Working Environment***

Kohun (1992) defines the working environment as: “Working environment is comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee’s activities and performance”. The working environment is the addition of the kinship that exists between the employees, and their occupation. A conducive environment aids in preventing absenteeism, subsequently enhancing the employees’ performance, which results in increased productivity.

A study conducted by Dar es Salaam (2014), at the Institute of Finance Management, evaluated the effect of the working environment on employees’ performance. The study found that the working environment had a direct impact on employees. It also suggested that employees’ performance will be enhanced if the problems are dealt with by the management. The common problems identified were the flexibility of working environment, disturbance in the workplace, relationship dynamics between supervisor and subordinates, availability of job assistance, and utilisation of performance feedback and facilitation, such as positive incentives in the organisation enabling employee motivation, in order to attain job goals. A study was conducted by Arshad et al. (2016) in Malaysia upon job performance among nurses. This study used a survey among female nurses to recognise the factors that influence job performance. It was discovered that job satisfaction, working environment, and job discrimination are the factors that affect job performance at the Mawar Renal Medical Centre.

The results obtained from a correlation analysis reported that there was a considerable affirmative relationship between job satisfaction, working environment, job discrimination, and job performance among nurses.

In an acute care setting, Dunn et al. (2005) analysed a broad perspective of work environment factors, which they categorised as: ‘organisational’, such as scheduling, staffing, and workload; ‘interpersonal relations’, concerned with peers, and managers; ‘structural’, such as the physical environment; and ‘professional’, including perceived autonomy, and quality of care. Consistently, certain aspects of work environments have been found to have positive or negative effects on individuals’ creativity.

### ***Research Methodology***

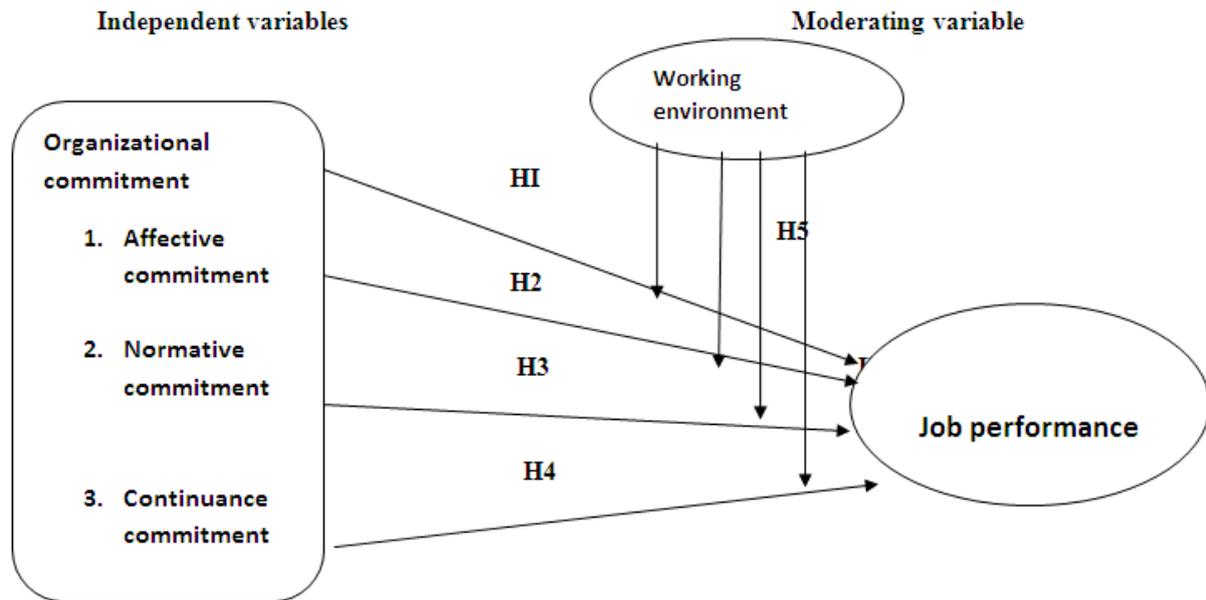
The strategies and techniques used in this descriptive study will be explained in this section. The data for this study was collected via quantitative methods, which initiated with a consideration of the research framework, and the rationale for using the said approach, followed by the research context, methods, data analysis techniques, and of course, the ethical aspects. The reason for using a quantitative approach was to validate the hypotheses. Secondary research sources like journals and online articles was used for a literature review, in order to gather relevant supportive information. According to Cress well (1994), “descriptive research means to demonstrate the current situation instead of making judgment and interpretation”.

### ***Research Framework and Sampling strategy***

This research used 300 questionnaires with a sample of proficient nurses, and was designed to discover the sources of employees’ job performance. A total of 350 questionnaires were distributed. Out of 350 questionnaires, 300 were returned at a response rate of 85.7 per cent. In 300 questionnaires, respondents did not answer several of the items. In addition, a convenience sampling technique was used to increase the external validity.

The organisations in the healthcare industry, such as government hospitals, were targeted for the study. The sample was drawn from 300 male, and female nurses and from three broad disciplines, namely the Jinnah Postgraduate Medical Centre JPMC (N=100), National Institute of Cardiovascular Disease NICVD (N=100), and National Institute of Child Health NICH (N=100), in Karachi.

## Research Framework



The sample size was calculated through Survey Monkey, using the following formula:

$$3.8 \text{ Sample Size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

Population Size = N

Margin of error = e

z- Score = z

### *Data Collection Procedures*

Primary data was utilised in this study. The data collection was performed using an already developed questionnaire, which was designed to collect the data from nurses by using a Likert five-point scale: '1' or 'strongly agree', '2' or 'agree', '3' or 'neutral', '4' or 'disagree', and '5' or 'strongly disagree'. The primary data was collected from public hospitals.

### *Data Analysis Procedures*

The Statistical Package for Social Sciences (SPSS) version 20 was used to analyse the data. Following the data collection, an optimum research model was applied to the results obtained

and these results were entered in the SPSS data sheet to analyse the results. A Pearson's correlation analysis, and ANOVA test was performed because there was more than one independent variable affecting the dependent variable, which were applied to measure the direction of the relationship.

## Results

The questionnaire was distributed to a total number of 300 nurses. The demographic characteristics are presented in Table 1, and their percentages are shown in Figures 1–6.

## Correlation

**Table 2:** Correlations between variables

Correlations				
		OC	JP	WE
OC	Pearson Correlation	1	0.366**	0.429**
	Sig. (two-tailed)		0.000	0.000
	N	266	265	265
JP	Pearson Correlation	0.366**	1	0.615**
	Sig. (two-tailed)	0.000		0.000
	N	265	299	298
WE	Pearson Correlation	0.429**	0.615**	1
	Sig. (two-tailed)	0.000	0.000	
	N	265	298	299

\*\* : correlation is significant at the 0.01 level (two-tailed).

## Hypothesis Analysis

The following hypothesis was framed for the study:

**Hypothesis 1:** there is a significant relationship between organisational commitment, and job performance among the nurses of the public hospitals in Karachi.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.366 <sup>a</sup>	0.134	0.131	7.99761

a. Predictors: (Constant), OC

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2599.492	1	2599.492	40.641	0.000 <sup>b</sup>
	Residual	16821.942	263	63.962		
	Total	19421.434	264			

a. Dependent Variable: J.P

b. Predictors: (Constant), O.C

Coefficients <sup>a</sup>								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	33.331	2.917		11.427	0.000	27.587	39.074
	OC	0.280	0.044	0.366	6.375	0.000	0.194	0.367

a. Dependent Variable: JP

Support was found for hypothesis one, where a simple regression analysis revealed that there is a relationship between the job performance ( $B=33.331$ ,  $SE=2.917$ , and  $t=11.427$ ), and organisational commitment ( $B=0.280$ ,  $SE=0.044$ , and  $t=6.375$ ), with both showing a significant direct relationship. A further analysis showed that the R square value is 0.134.

**Hypothesis 2:** there is a significant relationship between affective commitment, and job performance among the nurses of the public hospitals in Karachi.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.273 <sup>a</sup>	0.074	0.071	8.26726

a. Predictors: (Constant), AC

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1446.035	1	1446.035	21.157	0.000 <sup>b</sup>
	Residual	17975.399	263	68.348		
	Total	19421.434	264			

a. Dependent Variable: JP

b. Predictors: (Constant), AC

Coefficients <sup>a</sup>								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	40.048	2.575		15.551	0.000	34.977	45.118
	AC	0.430	0.094	0.273	4.600	0.000	0.246	0.614

a. Dependent Variable: JP

The regression analysis revealed that there is relationship between the job performance (B=40.048, SE=2.575, and t=15.551), and affective commitment (B=0.430, SE=0.094, and t=4.600), with both showing a significant direct relationship. A further analysis showed that the R square value is 0.074.

**Hypothesis 3:** there is a significant relationship between normative commitment, and job performance among the nurses of the public hospitals in Karachi.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.390 <sup>a</sup>	0.152	0.149	7.91373

a. Predictors: (Constant), NC

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2950.485	1	2950.485	47.112	0.000 <sup>b</sup>
	Residual	16470.949	263	62.627		
	Total	19421.434	264			

a. Dependent Variable: JP

b. Predictors: (Constant), NC

Coefficients <sup>a</sup>								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	33.258	2.725		12.206	0.000	27.893	38.623
	NC	0.652	0.095	0.390	6.864	0.000	0.465	0.839

a. Dependent Variable: JP

The regression analysis revealed that there is a relationship between the job performance ( $B=33.258$ ,  $S.E=2.725$ , and  $t=12.206$ ), and normative commitment ( $B=0.652$ ,  $S.E=0.095$ , and  $t=6.864$ ), with both showing a significant direct relationship. A further analysis showed that the R square value is 0.152.

**Hypothesis 4:** there is a significant relationship between the continuance commitment, and job performance among the nurses of the public hospitals in Karachi.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.400 <sup>a</sup>	0.160	0.157	7.87495

a. Predictors: (Constant), CC

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3111.528	1	3111.528	50.174	0.000 <sup>b</sup>
	Residual	16309.906	263	62.015		
	Total	19421.434	264			

a. Dependent Variable: JP

b. Predictors: (Constant), CC

Coefficients <sup>a</sup>								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	33.206	2.650		12.531	0.000	27.988	38.423
	C.C	0.654	0.092	0.400	7.083	0.000	0.472	0.835

a. Dependent Variable: JP

The regression analysis revealed that there is a relationship between the job performance ( $B=33.206$ ,  $SE=2.650$ , and  $t=12.531$ ), and continuance commitment ( $B=0.654$ ,  $SE=0.092$ , and  $t=7.083$ ), with both showing a significant direct relationship. A further analysis showed that the R square value is 0.160.

**Hypothesis 5:** the working environment moderates the relationship between organisational commitment, and job performance. Organisational commitment has a stronger and more positive relationship with job performance among the nurses who exhibit a good working environment, when compared to nurses who exhibit a bad working environment.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.685 <sup>a</sup>	0.469	0.465	6.28029

a. Predictors: (Constant), WE, OC

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9094.902	2	4547.451	115.295	0.000 <sup>b</sup>
	Residual	10294.371	261	39.442		
	Total	19389.273	263			

a. Dependent Variable: JP

b. Predictors: (Constant), WE, OC

Coefficients <sup>a</sup>								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	18.905	2.555		7.399	0.000	13.874	23.937
	OC	0.069	0.038	0.090	1.795	0.074	-0.007	0.144
	WE	0.746	0.058	0.642	12.850	0.000	0.632	0.861

a. Dependent Variable: JP

The regression analysis revealed that there is a relationship between the organisational commitment ( $B=0.069$ ,  $SE=0.038$ , and  $t=1.795$ ), and moderating variable, which is the working environment ( $B=0.746$ ,  $SE=0.058$ , and  $t=12.850$ ). The results showed a significant positive association with job performance, and organisational commitment, which found that the working environment increases the perception of job performance. A further analysis showed that the R square value is 0.469.

**Hypothesis 6:** the working environment moderates the relationship between affective commitment, and job performance. Affective commitment has a stronger and more positive relationship with job performance among the nurses who exhibit a good working environment, when compared to the nurses who exhibit a bad working environment.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.680 <sup>a</sup>	0.463	0.458	6.31843

a. Predictors: (Constant), WE, AC

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8969.488	2	4484.744	112.336	0.000 <sup>b</sup>
	Residual	10419.785	261	39.923		
	Total	19389.273	263			

a. Dependent Variable: JP

b. Predictors: (Constant), WE, AC

Coefficients <sup>a</sup>								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	21.447	2.398		8.944	0.000	16.725	26.169
	AC	0.016	0.078	0.010	0.201	0.841	-0.137	0.169
	WE	0.787	0.057	0.676	13.751	0.000	0.674	0.899

a. Dependent Variable: JP

The regression analysis revealed that there is a relationship between the affective commitment ( $B=0.016$ ,  $SE=0.078$ , and  $t=0.201$ ), and the moderating variable, which is the working environment ( $B=0.787$ ,  $SE=0.057$ , and  $t=13.751$ ). The results showed a significant positive association with job performance, and affective commitment, which found that the working environment increases the perception of job performance. A further analysis showed that the R square value is 0.463.

**Hypothesis 7:** the working environment moderates the relationship between normative commitment, and job performance. Normative commitment has a stronger and more positive relationship with job performance among the nurses who exhibit a good working environment, when compared to the nurses who exhibit a bad working environment.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.695 <sup>a</sup>	0.482	0.479	6.20050

a. Predictors: (Constant), NC, WE

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9354.814	2	4677.407	121.661	0.000 <sup>b</sup>

	Residual	10034.459	261	38.446		
	Total	19389.273	263			

a. Dependent Variable: JP

b. Predictors: (Constant), NC, WE

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	17.075	2.475		6.899	0.000	12.202	21.948
	WE	0.722	0.056	0.621	12.872	0.000	0.612	0.833
	NC	0.256	0.081	0.153	3.172	0.002	0.097	0.415

a. Dependent Variable: JP

The regression analysis revealed that there is a relationship between the normative commitment ( $B=0.256$ ,  $SE=0.081$ , and  $t=3.172$ ), and the moderating variable, which is the working environment ( $B= 0.722$ ,  $SE=0.056$ , and  $t= 12.872$ ). The results showed a significant positive association with job performance, and normative commitment, which found that the working environment increases the perception of job performance. A further analysis showed that the R square value is 0.482.

**Hypothesis 8:** the working environment moderates the relationship between continuance commitment, and job performance. Continuance commitment has a stronger and more positive relationship with job performance among the nurses who exhibit a good working environment, when compared to the nurses who exhibit a bad working environment.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.691 <sup>a</sup>	0.478	0.474	6.22775

a. Predictors: (Constant), CC, WE

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9266.435	2	4633.218	119.460	0.000 <sup>b</sup>
	Residual	10122.838	261	38.785		
	Total	19389.273	263			

a. Dependent Variable: JP

b. Predictors: (Constant), CC, WE

Coefficients <sup>a</sup>								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	17.943	2.422		7.407	0.000	13.173	22.713
	WE	0.724	0.057	0.622	12.606	0.000	0.611	0.837
	CC	0.223	0.081	0.137	2.774	0.006	0.065	0.382

a. Dependent Variable: JP

The regression analysis revealed that there is a relationship between the continuance commitment (B=0.223, SE=0.081, and t=2.774), and the moderating variable, which is the working environment (B= 0.724, SE=0.057, and t=12.606). The results showed a significant positive association with job performance, and continuance commitment, which found that the working environment increases the perception of job performance. A further analysis showed that the R square value is 0.478.

## Discussion

The present study aimed to design a model which describes the job performance among the nurses of public hospitals, and which was based on individual, and organisational factors. The model shows the causal relationship between the independent variables of organisational commitment (affective, normative, and continuance), the moderating variable of the working environment, and the dependent variable of job performance. In recent years, the number of research studies on job performance has increased. Nevertheless, only a limited number of studies focussed on exploring the individual, and organisational factors, as well as the working environment as the moderating variable, which impact on job performance. Moreover, no studies have been conducted specifically in the healthcare sector of Pakistan, which address this vital issue.

We developed the questionnaire and distributed it to a total of 350 professional nurses. Out of 350 questionnaires, 300 were returned at a response rate of 85.7 per cent. Out of 300 returned questionnaires, some items in questionnaires remained unfilled. After the collection of data, the researcher analysed the results for statistical significance. For this purpose, SPSS version 20 was utilised. The demographic data was analysed by using a frequency table and significant correlation calculated by the Pearson correlation. The relationship between the variables was also checked by an ANOVA test, and regression test. The result of this study revealed that organisational commitment (affective, normative, and continuance), and working environment have direct effects on job performance. The Pearson correlation

analysis confirmed that job performance correlates positively with organisational commitment ( $r=0.366$ ), affective commitment ( $r= 0.273$ ), normative commitment ( $r=0.390$ ), continuance commitment ( $r=0.400$ ), and working environment ( $r=0.698$ ).

The further ANOVA and regression analysis showed that job performance had a significant direct relationship with organisational commitment (affective, normative, and continuance), and the working environment. However, on the other hand, the regression analysis revealed that the moderating variable, which is the working environment, showed a significant positive association with job performance, and organisational commitment (affective, normative, and continuance). This result highlighted that the working environment increases the perception of job performance. Currently, individual, and organisational factors are the predominant issue of the workplace. The performance of employees' is a pivotal dependent variable in an organisational psychology. In this regard, various factors impact job performance, and work quality, including job assistance, employee commitment, and the physical workplace environment. They will determine that how employees engage or are friendly to the organisation.

In addition, the commitment towards organisation is a predominant issue in modern life, which is notable, and it is present in both professional, and personal life. Nurses are professionals who assist patients and their families, most often in hospital areas, while experiencing conflicting issues in performing their duties. The nurses who performed their duties in a surgical unit, intensive care unit or emergency department faced more nerve-racking situations compared to those who worked in other units, and ultimately, it will affect performance, which leads to absenteeism, turnover intention, and loyalty and commitment towards the organisation.

## **Conclusion**

Based upon the results, it can be stated that the defined objective is achieved because the results show a positive effect of organisational commitment (affective, normative, and continuance), and the working environment on job performance. At the same time, this research also presents a detailed answer regarding the factors which influence the performance of employees. Simultaneously, it is reinforced that they require areas of increased attention by the competent authority of the hospitals to increase the performance of employees, and the overall performance of the organisation.



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