



The Influence of Organizational Commitment on Omani Public Employees' Work Performance

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ABSTRACT

The purpose of this paper is to investigate the influence of organizational commitment on work performance in the context of Omani governmental organizations. Organizational commitment through its affective commitment, normative commitment, continuance commitment, motivates employees to work for the good of the organization. There are various studies that discuss organizational commitment, and work performance, yet it is hardly to see the research done on interrelationship between organizational commitment subscales and employees' work performance specifically in Omani context. Thus, the paper is an attempt to fill this gap in the literature. Organizational commitment questionnaire was used to measure organizational commitment. Contextual and task performance were used to measure work performance. Quantitative survey method was applied and a sample of 335 middle-level managers of Omani public civil service organizations was selected to answer the instrument. Analysis of moment structures was utilized to analyze the collected data and test the research questions, and hypotheses. The techniques of data analysis comprised a confirmatory factor analysis, and a structural equation modeling analysis. The empirical results indicate that all organizational commitment subscales (affective, normative, and continuance) have a significant impact on work performance dimensions, contextual and task performance.

Keywords: Organizational Commitment, Normative Commitment, Continuance Commitment, Work Performance, Contextual Performance, Task Performance, Public Organization

JEL Classifications: D23, L29, M100

1. INTRODUCTIN

Organizations have been working in an era where change becomes obvious and thus, they hardly would continue doing their business if they depend only on the employees' role performance that are obliged to do (Duarte, 2015), which, in turn, require an innovative response to the fast movement in business domain. Currently, the challenge of performance enhancement in organizations has increased along with the struggle to manage the quality of the workplace, and accelerated competition among organizations, globalization, the rising expectation of citizens, all have led to organizations' aiming, mostly, on the quality within the contexts of the past few decades (Akdere, 2006).

Indeed, public organizations all over the world face many challenges and obstacles to be more responsive to the needs of citizens (Nusair et al., 2012). Oman is no exception to this reality. After raising expectation of Omani citizens, the Omani

government has encouraged Omani public organizations to improve and enhance their performance (Ministry of Civil Service, 2012).

Earlier researcher revealed that, there are various factors may effect employees' work performance, such as, leadership, job satisfaction, adoptability culture trait, social structure and psychological empowerment, and employee work engagement (Ali et al., 2014; Dvir et al., 2002; Givens, 2011; Joo and Lim, 2013; Jose and Mampilly, 2014; Lee et al., 2007; Manaf and Latif, 2014; Miao et al., 2012; Tuuli and Rowlinson, 2009; Yıldız et al., 2014).

Employee behavior in the service sector can have a substantial influence on the service quality, organization's reputation, and success (Fu and Deshpande, 2014). Organizations obviously can promptly achieve their goals and objectives when having employees with high levels of organizational commitment (Kim,

2005). Indeed, organization endeavour to enhance employees' organizational commitment (Morrow, 2011), as it is expected that employees who are psychologically attached to an organization are more satisfied and, sequentially, more productive (Hunter and Thatcher, 2007). Recently, organizational commitment has emerged as a promising area of research (Adebayo, 2006; Jafri and Lhamo, 2013) as it plays a bridge role in employees performance (Berberoglu and Secim, 2015).

2. PROBLEM STATEMENT

Omani public organizations is very important as it is the backbone of public services which are expected to provide the best services to the community such as, transportation and communications, health services, educational services, and housing services. However, if Omani public organizations want to be more successful, they need to response faster to the movement in business domain by clearly encourage and foster subordinates' performance by enhancing their organizational commitment that could do so. Therefore, the relationship between organizational commitment and work performance has attracted considerable interest from both academics and practitioners. Much of the interest on these variables is based on the results of the previous studies which have asserted that these concepts may have an impact on the organizations goals and objectives (Khan et al., 2013; Yousef, 2000).

Shurbagi (2014) claims that the relationship between organizational commitment and employee performance has been examined, however, he argues that there is still considerable controversy surrounding the precise nature of the relationship. Moreover, Wang et al. (2014) asserted that the issue of motivating employees to work hard and demonstrate a high level of commitment to the organization is a concern to scholars and managers, and is a worthy of extra examination.

Yet, there is a lack of research investigating the influence of organizational commitment on work performance within public service sector organizations (Fu and Deshpande, 2014), in general and in Arabian Gulf Countries and in the Sultanate of Oman in particular. This study, therefore, is unique as it will help to address this issue in an effort to improve the understanding of the influence of organizational commitment on the work performance in Arabian Gulf Countries in general and in Omani setting in particular.

3. RESERCH OBJECTIVES

The objective of this research aims to investigate the influence of organizational commitment on Omani employees' work performance.

Based on the research objective stated, the following research question was addressed:

Q1. Does organizational commitment influence Omani public employees' work performance?

4. LITERATURE REVIEW

4.1. Organizational Commitment

Human resources are critical for organizational effectiveness since it plays a great effect on supporting organizational competitive advantages through teams of committed employees. Organizational commitment has become one of the most popular work attitudes studied by practitioners and researchers (Meyer et al., 1993; Mowday et al., 1982) due to its considerable impact on organizational outcomes such as work performance (Dirani, 2009; Yousef, 2000).

A substantial research has been conducted over the past decades to determine how employees' commitment to an organization develops (Meyer and Allen, 1997), as it is an important concept in terms of employee loyalty and efficiency for an organization (Berberoglu and Secim, 2015). Organizational commitment stresses attachment to the organization, including its goals and values. Organizational commitment appears to develop slowly but consistently over time as individuals think about the relationship between themselves and their employer. Indeed, organizational commitment should be somewhat more stable over time (Mowday et al., 1979).

Certainly, employees' organizational commitment is one of the attitudes that could lead to high performance. Employees who are committed to their organization are more likely to be better performers than the less committed employees as they exert more effort on behalf of the organization towards its success and strive to achieve its goals and missions (Jafri and Lhamo, 2013). Employees with higher scores of commitment are expected to be more motivated and performing at highest levels of performance (Berberoglu and Secim, 2015).

Researchers and scholars have defined organizational commitment differently. For example, Farahani et al. (2011) described organizational commitment as the psychological likings and devotion that employees have to their organization. Researchers argue that organizational commitment could be considered a bond or link between an employee and organization, as both employees and organizations benefit from employees' organizational commitment (Fulford and Rothman, 2007; Mathieu and Zajac, 1990). Moreover, Qureshi et al. (2011) define organizational commitment as "the feeling of responsibility that an employee has towards the mission of the organization."

Kanter (1968) studied organizational commitment mechanisms in utopian communities. Kanter (1968, p. 499) defines organizational commitment as "the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations that are seen as self-expressive." In his study, Kanter (1968) proposed a typology of commitment that includes three types of commitment namely: Continuance, cohesion and control. According to Kanter (1968)'s theoretical framework the three types of commitment bind the individual's personality system to areas of the social system of an organization (relationships, roles and norms) and can thus represent an individual's readiness to follow the specified behavior.

Mowday et al. (1979) defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. Mowday et al. (1979) and Mowday et al. (1982) developed a definition for employee commitment and advanced a new conceptualization, identifying commitment as comprising three dimensions: "(1) A strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization" (Mowday et al., 1979, p. 226). They suggest that employees with high organizational commitment would result in increasing employees' work performance (Mowday et al., 1979).

Meyer and Allen (1997) defined organizational commitment as a strong belief in and acceptance of an organization's goals and values; a willingness to exert considerable effort on behalf of an organization and a strong desire to remain with the organization. Researchers in their review of the organizational commitment literature identified three general themes in the definition of commitment (Meyer and Allen, 1991; Shaw et al., 2003): Commitment as an affective attachment to the organization, commitment as a perceived cost associated with leaving the organization, and commitment as an obligation to remain in the organization. They conceptualized commitment as a psychological state, or mind-set that increases the likelihood that an employee will maintain membership in an organization. They believe that the common to the three themes is, the view that commitment is a psychological state that; (1) characterizes the employee's relationship with the organization and (2) has implications for the decision to continue or discontinue membership in the organization. According to these themes, employees can experience diverse degrees of all three forms of commitment.

Affective commitment (AC) is described as the desire to be emotionally involved in a particular organization. AC involves employees' long term feelings towards their jobs. Employees with a strong AC continue with their organization because they want to do so (Meyer and Allen, 1991). According to Zangaro (2001) effective communication is an essential component in achieving organizational commitment. This means both employee and organization should understand and value each other goals and needs. He also added that employee's commitment to an organization will increase the likelihood of retention, consistent attendance and increase productivity. Moreover, a number of researchers suggest that affective communication involved and individual's emotional attachment formed due to the employee's identification with the organization's goals and employee's willingness to assist in the attainment of these goals (Qureshi et al., 2011). Furthermore, Moss and Ritossa (2007) claimed that transformation leaders raise their subordinates' emotions instead of depending on rational process to motivate them. Macey and Schneider (2008) argued that leaders will have positive effects on their subordinates by creating a sense of attachment to the job, being fair, and recognizing good performance.

Meyer and Allen (1991) described continuance commitment (CC) as perceived costs associated with leaving the organization. This indicates that when employees bear higher cost of leaving

organization, they are more committed to their organizations not because they want to, but because they have to. Furthermore, they believe that the threat of losing attractive benefits is one of the perceived costs of leaving an organization. Employees who have a remarkable position in their organization do not want to lose due to the highly paid they get, thus, they do not leave their organizations easily due to the higher amount of benefit they lose in case of quitting their job. Moreover, employees who have limited opportunities for alternative employment that offer better packages, certainly, remain with their current organization because they have to remain. However, CC can be increased when organization has a clear root for a promotion (Shouksmith, 1994), a good reward system, an obvious plan for career development (Akhtar and Tan, 1994).

Normative commitment (NC) in the field of management has been described as the obligation to remain in a particular organization (Bryant et al., 2007; Lumley et al., 2011; Meyer and Allen, 1991). Employees in this type of commitment remain with their organization because they feel that they should do so for moral reasons, not because they want or need to (Meyer and Allen, 1991). Although some employees intentionally leave their organizations to make them suffer, while, others do not accept leaving their organizations if they are in dire need to them. Likewise, Dunham et al. (1994) see that employees are less likely to leave an organization if their values indicate that are inappropriate to do so. Moreover, Meyer et al. (1989) have found that committed employees are more likely to remain with the organization and strive towards the organization's mission, goals and objectives.

Having identifying the three different types of organizational commitment, it can be argued that employees with a strong AC remain with the organization because they want to desire to remain, those whose primary link to the organization is based on CC remain with the organization because they feel they need to do so for material benefits perceived cost of leaving (Meyer and Allen, 1997) and those with a strong NC remain because they feel they ought to do so perceived obligation to remain (Bentein et al., 2005). Accordingly, Meyer and Allen (1997) suggest that one can achieve a better understanding of an employee's relationship with an organization when all three forms of commitment are considered together.

4.1.1. Appropriateness of the allen and meyer's model

Organizational commitment is measured by various measurements such as organizational commitment questionnaire (OCQ) that was developed by Mowday et al. (1979) to measure employee's commitment to work organizations. However, some researchers have found that the OCQ measuring a single factor (Ferris and Aranya, 1983; Meyer and Allen, 1984; Morrow and McElroy, 1986). Moreover, Allen and Meyer (1990) asserted that the OCQ instrument mainly measures AC to the organization.

Therefore, this research was utilizing the instrument developed by Allen and Meyer (1990) because several studies have used description of organizational commitment consisting of affective, normative and CC to measure organizational commitment (Bushra et al., 2011; Fu et al., 2009; Simosi and Xenikou, 2010). It is argued

that the three components of organizational commitment have a good reliability values (coefficient alpha) for each scale that it measures (Allen and Meyer, 1990; Meyer et al., 1993). Moreover, Rittschof (2013) asserted that researchers have recognized that the Meyer et al. (1993) organizational commitment scale is reliable and valid.

Meyer and Allen's model has been supported in some researches that measure organizational commitment in various locations such as, Asia, Africa, Europe, and North America (Eisinga et al., 2010; Lawrence et al., 2012; Wang et al., 2010). Moreover, Eskandaricharati (2013) examined the efficiency of Meyer and Allen's model of organizational commitment and its leading role in organizations compared to other models. The findings of the study maintain that compared to other models, Meyer and Allen's model is practically more effective in increasing the organizational commitment.

4.2. Work Performance

Work performance is the whole objectives that achieved by a certain employee (Griffin, 2004). Work performance includes individuals' behavior relevant to production of services and goods (Hughes et al., 2008). Employees work performance is very important as it creates the overall organizational performance (Berberoglu and Secim, 2015). This performance results collectively from employee's ability and effort toward achieving organization's targets. Performance is defined as all activities that employees involve to fulfill their obligations toward achieving organizational goals and objectives (Kocak, 2006). Indeed, all organizations whether they are, private, public, profitable or non-profitable have goals and objectives. Therefore, work performance can be defined as behavior that is related to achieve organizations' goals and objectives (Campbell, 1990).

Researcher such as Schermerhorn (2000) points out that work performance is the contribution of employees toward completing organizations' goals. The author further argues that when quality or productivity is high, the overall efficiency of organizational performance will also be improved. Waldman (1994) claimed that organizations' management preference is, to use work performance as subordinates' performance due to the difference of individual ability and personality. It is argued that, subordinates who work with organizations that are devoted to providing them with activities development may feel an obligation to pay back their organizations through high work performance (Lee and Bruvold, 2003).

Borman and Motowidlo (1993) asserted that performance is classified into two categories; that is task performance and contextual performance. Task performance comprises in-role responsibilities that differ from one job to the other. Task performance refers to job-specific behaviours including core job responsibilities (Motowidlo and Schmit, 1999). Task performance refers to employees' direct involvement in practical duties in the process of achieving practical outcomes (Borman and Motowidlo, 1997). Task performance, also, represents labor activities that are specified by an official job description (Harrison et al., 2006).

Contextual performance represents employees' contribution in activities that shape working contexts (Borman and Motowidlo, 1997). Contextual performance refers to extra-role activities that support the social and organizational environment (Borman and Motowidlo, 1993). Contextual performance also refers to non-job specific behaviors such as, volunteering for extra work, following rules and regulations (Motowidlo and Schmit, 1999).

4.3. Organizational Commitment and Work Performance

Organizational commitment has been linked both theoretically and empirically to performance (Meyer and Allen, 1997; Yiing and Ahmad, 2009). More specifically, Dirani (2009) suggests that organizational commitment is a significant factor that affects employees' output, and a vital indicator for performance.

Although work performance as an outcome of organizational commitment has received a considerable attention from researchers the results of researches concerning the relationship between organizational commitment and work performance were mixed. Many researchers proclaim that the positive links between organizational commitment and performance are not supported (Jing, 2010; Mathieu and Zajac, 1990; Williams and Anderson, 1991). For example, several researchers, Caruana et al. (1997), Keller (1997), and Meyer et al. (2002) exhibited that the relationship between organizational commitment and performance are more ambiguous and indicate only a weak relationship. Particularly, Meyer et al. (2002) reveal that organizational commitment was not related to performance. Meyer et al. (2002) also proclaim that NC shows weaker and positive influence and continuous commitment explores weaker and negative effect in some cases studied. Other studies on commitment have claimed that CC is negatively connected with organizational outcomes such as performance (Hackett et al., 1994; Shore and Wayne, 1993). Likewise, Meyer et al. (1989) argue that there is non-significant relationship between CC and work performance.

Nevertheless, numerous of researchers, in fact, contend that, there is a positive relationship between organizational commitment and work performance (Allen and Meyer, 1996). Specially, Meyer et al. (1989) and Bashaw and Grant (1994) asserted that there is a positive relationship between AC and employees' overall work performance. Moreover, Baptiste (2008) argues that there is a relationship between employees' organizational commitment and improve work performance. Specifically, Meyer et al. (2002) revealed that AC has been proved to have positive and strong correlation with the individual performance. Other studies on commitment have provided strong evidence that affective and NC is positively related (Hackett et al., 1994; Shore and Wayne, 1993). Likewise, researchers exhibited that both affective (MacKenzie et al., 1998) and NC (Jing and Zhang, 2014; MacKenzie et al., 1998) were predictors of extra-role performance.

In addition to that, Kraimer and Wayne (2004) addressed how perceived organizational support may impact upon expatriates' work adjustment and AC, and then on their job performance. The results reveal that AC would help the organization meet its strategic and financial goals, thereby promoting contextual performance.

Takeuchi et al. (2009) examined role of domain-specific facets of perceived organizational support during expatriation and implications for performance. The result revealed a positive effect of AC on overall job performance.

Zia ud and Khan (2010) examined the relationship between organizational commitment and employees' job performance in the oil and gas sector of Pakistan. The results demonstrated a positive relationship between organizational commitment and employees' job performance. The findings revealed that the three dimensions of organizational commitment have a positive and significant correlation with employees' job performance.

Moreover, Folorunso et al. (2014) investigated the impact of organizational commitment dimensions on employees' performance among academic staff of Oyo State owned tertiary institutions in Nigeria. The findings exhibited that affective, normative, and continuance organizational commitment jointly and independently influence employees' performance among academic staff of Oyo State owned tertiary institutions. Thus, as shown in Figure 1, the most recent results in the literature have guided the study to examine the effect of organizational commitment on work performance, which led to the formulation of the research hypotheses.

H1: AC have a direct impact on Omani public employees' task performance.

H2: AC have a direct impact on Omani public employees' contextual performance.

H3: CC have a direct impact on Omani public employees' task performance.

H4: CC have a direct impact on Omani public employees' contextual performance.

H5: NC have a direct impact on Omani public employees' task performance.

H6: NC have a direct impact on Omani public employees' contextual performance.

5. RESEARCH METHODOLOGY

5.1. Sample and Data Collection

This research attempted to describe the impact of organizational commitment on work performance. The quantitative data was collected through survey instrument, out of 500 questionnaires were distributed with 360 returning. Of the 360 that returned, 25 questionnaires were rejected, due to incomplete and defective response given by the respondents, resulting in 335 usable questionnaires yielding a response rate of 93%. Details are demonstrated in Table 1.

The stratified sample sampling was used in this study and the sample size has been chosen according to the population of Omani public civil services organizations that applying civil service law

Figure 1: Research framework

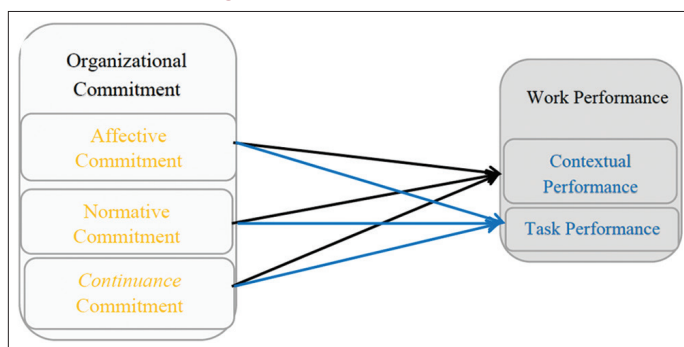


Table 1: Response rate of the questionnaire

Survey method	Questionnaire	Frequency (%)
Paper Survey	Return Rate	360 (72)
	Usable rate	140 (28)
	Useable and non-defective responses	335 (93)
	Defective response and rejected	25 (7)

and the percentage of the middle managers in each organizations then the sample was selected randomly.

The data were then analyzed using Statistical Package for Social Sciences and analysis of moment structures (AMOS). The questionnaire applying 5-point Likert scale.

5.2. Organizational Commitment Subscales

Organizational commitment was measured by Meyer and Allen (1991), and Meyer et al. (1993) commitment scale. This instrument is composed of three subscales corresponding to different types of organizational commitment; (a) AC, (b) NC and, (c) CC. To describe their organizational commitment, participants responded to 18 items, making use of 5-point rating scales with 1 = Strongly disagree and 5 = Strongly agree.

5.3. Work Performance Dimensions

Work performance was measured by contextual performance and task performance. Six items measure of contextual performance or extra-role performance was established on previous researches (Brockner et al., 1992; May et al., 2002) and task performance or in-role performance were measured with a 6-item scale that was established on previous researches (O'Reilly and Chatman, 1986; Williams and Anderson, 1991). To describe their work performance, participants responded to 12 items, making use of 5-point rating scales with 1 = Strongly disagree and 5 = Strongly agree.

6. RESULTS

The current study utilized AMOS to investigate the measurement model and test the proposed hypothesized relationship between the constructs. As factor analysis and structural equation modeling (SEM) both necessitate variables to be normality distributed, it was crucial to test normality in this research to confirm whether that

a sample of observation comes from a normal distribution (Hair et al., 1995; Kline, 2011; Tabachnick and Fidell, 2001). Thus, prior to the analyses, multivariate assumptions (i.e. normality, multicollinearity and outliers) were diagnosed. The results revealed that the data met all requirements so that the multivariate requirement was not a serious concern in this study. However, there was one items (WP.Role6r) in the work performance construct which does not have normal distribution. The work performance construct consists of twelve items. Since only one item of all the twelve items does not meet the normality assumption, it appears that this situation should not be a major concern. Thus, the decision was made to delete that item and to continue further analysis with the remaining eleven items to present work performance construct.

In the measurement model, all the items were tested to check, whether all the confirmed items of constructs, significantly contribute as a whole in the proposed model of the current study. In confirmatory factor analysis all the constructs tested individually with their items. Measurement model had been tested on multiple stages. At the first stage, all latent constructs were correlated to test the measurement model fitness of all constructs. In SEM model fitness can be tested on the basis of absolute fit indices, incremental fit indices and parsimony fit indices (Hooper et al., 2008). The first test indicated that, the default model required some adjustments, in order to achieve the required model fitness. First step was to remove those items, showing factor loading <0.50 (Hair et al., 2010). Initial results signaled a weak model fit and item loadings of the constructs. The results of the initial factor loadings of items AC6, NC1, NC2, WP.Role5, WP.Role6, WP.Extra2 and WP.Extra6 were removed from the further analysis due to low value of factor loading, rest of the items were retained.

The values for goodness of fit was $\chi^2 = 312.058$, $df = 220$, CMIN/DF = 1.418, goodness-of-fit index (GFI) = 0.927, adjusted GFI = 0.908, Tucker-Lewis index = 0.971, comparative fit index = 0.975, root mean square residual = 0.035 and root mean square error of approximation = 0.027. The last step for achieving model fitness was to correlate error terms of the items having modification indices above than 40. Cronbach's alpha and variance extracted scores confirm internal consistency (Cronbach's alpha > 0.70) and convergent validity shows that all values of factor loading were above than 0.50. Discriminate validity is assured because results indicate that all the constructs have adequate discriminant validity, as the square root of average variance extracted is greater than inter-construct correlation of each variable and also the values of inter construct correlation are <0.85.

This study hypothesized that, three dimensions of organizational commitment (AC, CC, and NC) have a significant effect on work performance (contextual performance and task performance) (H1 and H6). Figure 2 illustrates results of the path model.

The researcher proposed the hypothesis H1: AC has a direct impact on task performance (WPR). Results as shown in Table 2 indicated that the path coefficient value is 0.142; critical ratio is 4.051 and P = 0.000. This indicates the significance of the direct relationship between AC and WPR. The researcher proposed the hypothesis H2: AC has a direct impact on contextual performance (WPE).

Results as shown in Table 2 indicated that the path coefficient value is 0.105; critical ratio is 2.98 and P = 0.003. This indicates the significance of the direct relationship between AC and WPE. The researcher proposed the hypothesis H3: CC has a direct impact on task performance. Results as shown in Table 2 indicated that the path coefficient value is 0.564; critical ratio is 11.52 and P = 0.000. This indicates there is insignificant direct relationship between CC and WPR. The researcher proposed the hypothesis H4: CC has a direct impact on contextual performance. Results as shown in Table 2 indicated that the path coefficient value is 0.515; critical ratio is 10.43 and P = 0.000. This indicates there is insignificant direct relationship between CC and WPE. The researcher proposed the hypothesis H5: NC has a direct impact on task performance. Results as shown in Table 2 indicated that the path coefficient value is 0.341; critical ratio is 6.73 and P = 0.000. This indicates there is insignificant direct relationship between NC and WPR. The researcher proposed the hypothesis H6: NC has a direct impact on contextual performance. Results as shown in Table 2 indicated that the path coefficient value is 0.308; critical ratio is 6.05 and P = 0.000. This indicates there is insignificant direct relationship between NC and WPE.

7. CONCLUSION

The purpose of this study is to examine the influence of organizational commitment components on employee work performance. Organizational commitment dimensions are positively related to employee work performance. This indicates that all of the organizational commitment components emerged as the contributing factor and play important roles in enhancing employee work performance.

In the present research, the middle-level managers' organizational commitment shows significant effects on their overall work

Figure 2: Organizational commitment-work performance

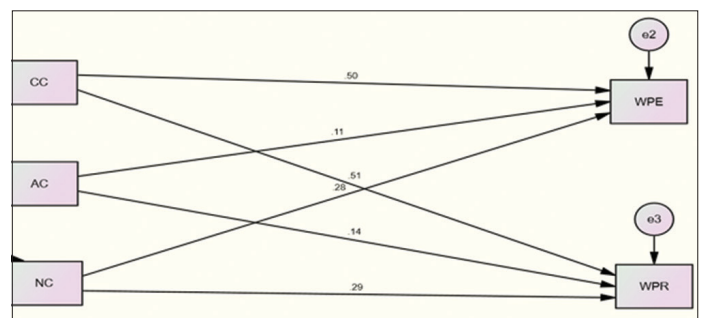


Table 2: Testing hypotheses using standardized estimates (Hypothesized Model 3)

Hypothesized path	B	SE	CR	P	Supported
H1 AC → WPR	0.142	0.035	4.051	0.000	Yes
H2 AC → WPE	0.105	0.035	2.980	0.003	Yes
H3 CC → WPR	0.564	0.049	11.517	0.000	Yes
H4 CC → WPE	0.515	0.049	10.434	0.000	Yes
H5 NC → WPR	0.341	0.051	6.727	0.000	Yes
H6 NC → WPE	0.308	0.051	6.053	0.000	Yes

AC: Affective commitment, CC: Continuance commitment, NC: Normative commitment, SE: Standard error

performance. This results also suggests that the organizational commitment dimensions such as AC, NC, and CC are crucial variables for building a strong contextual work performance. As indicated by the results of this research, AC, NC, and CC have a positive and significant influence on contextual work performance. This demonstrated that any increase in middle-managers' affective, continuance and NC will lead to enhancement of their contextual performance. It is argued that middle managers play a key role in shaping their organizations' strategic agenda and thus are expected to concentrate on strategic planning that requires innovative and creative thinking. An AC refers to employees who continue with their organization because they want to do so and thus, they will do their best to exert extra efforts when planning for their organizations' future. Omani middle managers are more likely to remain with their organization and strive towards their organizations' mission, goals and objectives and therefore, exert efforts towards the accomplishment of their work performance. The influence of AC on contextual performance is somewhat low and this requires Omani top-level managers to enhance their subordinates' long term feelings towards their jobs and enhance their willingness to continue with their organization. Omani top-level managers also require to raise their subordinates' emotions to motivate them. They also require to create a sense of attachment to the job, being fair, and recognize good performance (Macey and Schneider, 2008).

The results of this research support Casimir et al. (2014)'s argument that AC to the organization has a significant positive correlation with in-role performance. Moreover, the results of this research support Folorunso et al. (2014)'s findings that showed the three dimensions of organizational commitment; affective, normative, and continuance organizational commitment jointly, and independently, influence employees' performance. Also, the results of this research are consisting with Zia ud and Khan (2010)'s findings that all organizational commitment dimensions have a positive and significant correlation with employees' job performance. Generally, this research supports suggestion of previous research that organizational commitment has a significant effect on employees' work performance (de Araújo and Lopes, 2014; Fu and Deshpande, 2014; Kalkavan and Katrinli, 2014; Sani, 2013).

This research contributes to knowledge regarding how to motivate employees to work hard and to exhibit a high level of commitment to their organizations (Wang et al., 2014) and answer the call for extra research on the direct impact of variable such as organizational commitment on job performance as previous studies result exhibited that there is still considerable controversy surrounding the precise nature of the relationship between organizational commitment and work performance (Shurbagi, 2014).

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