

## Araştırma Makalesi

# Relationship Between Organizational Commitment and Individual Performance: A Research on Jordan Chambers of Commerce Employees

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**Abstract:** This research was conducted to determine the importance of the relationship between organizational commitment and individual performance. The aim of the study was to determine the relationship between organizational commitment and individual performance and how this relationship developed according to demographic variables. In the research, data were collected and analyzed from 440 people working in the Jordanian Chamber of Commerce. Correlation analysis was used to determine the relationship between organizational commitment and individual performance, and the t-test method was used to determine the relationships with demographic variables. As a result of the research, when it was examined whether organizational commitment differed according to demographic variables, it was determined that it differed according to the age variable, but not according to the variables of education level and length of work experience. When we examined whether individual performance differed according to demographic variables, it was determined that it did not differ according to three variables. The third hypothesis, which was accepted as the main hypothesis of the study, "There is a positive and significant relationship between organizational dependence and individual performance", was accepted.

**Keywords:** Organizational commitment, performance, individual performance

**Jel Kodları:** M10, M12, M19

## Örgütsel Bağlılık ve Bireysel Performans Arasındaki İlişki: Ürdün Ticaret Odaları Çalışanları Üzerine Bir Araştırma

**Öz:** Bu araştırma örgütsel bağlılık ile bireysel performans arasındaki ilişkinin önemini belirlemek amacıyla yapılmıştır. Çalışmanın amacı örgütsel bağlılık ile bireysel performans arasındaki ilişkiyi ve bu ilişkinin demografik değişkenlere göre nasıl geliştiğini belirlemektir. Araştırmada Ürdün Ticaret Odası'nda çalışan 440 kişiden veri toplanıp analiz edildi. Örgütsel bağlılık ile bireysel performans arasındaki ilişkiyi belirlemek amacıyla korelasyon analizi, demografik değişkenlerle olan ilişkileri belirlemek amacıyla ise t-testi yöntemi kullanılmıştır.

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Araştırma sonucunda örgütsel bağlılığın demografik değişkenlere göre farklılaşıp farklılaşmadığı incelendiğinde yaş değişkenine göre farklılığı, ancak eğitim düzeyi ve çalışma deneyimi değişkenlerine göre farklılaşmadığı belirlenmiştir. Bireysel performansın demografik değişkenlere göre farklılaşıp farklılaşmadığı incelendiğinde üç değişkene göre farklılaşmadığı tespit edilmiştir. Araştırmanın analizleri doğrultusunda, araştırmanın temel hipotezi olarak kabul edilen "Örgütsel bağımlılık ile bireysel performans arasında pozitif ve anlamlı bir ilişki vardır" şeklindeki üçüncü hipotez kabul edilmiştir.

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**Anahtar Kelimeler:** Örgütsel bağlılık, performans, bireysel performans

**Jel Codes:** M10, M12, M19

## 1. INTRODUCTION

Individuals' sense of commitment to an organization affects their behavior and performance. Individuals who feel a sense of commitment to their organizations also increase the efficiency and performance of organizations. Therefore, the sense of commitment that individuals feel towards their organizations is important. Individuals with a high sense of commitment use their talents in line with the goals and objectives of the organization. It can be expressed as the commitment of organizations to their goals, objectives and values. The commitment of individuals to their organizations is related to their individual performance. Organizations utilize their human resources to achieve their goals. Organizations demand that their human resources exhibit high performance. High-performing individuals will help increase organizational performance and gain competitive advantage for the organization. Therefore, organizations should take steps to improve the performance of individuals. Distribution of duties and responsibilities, determination of standards and criteria, rewarding and encouraging are some of these steps. It can be emphasized that managing individual performance requires effective performance management. This research is about determining the relationship between organizational commitment and individual performance and whether organizational commitment and individual performance differ according to demographic variables. In this context, firstly the literature review was presented, information about the research was given in the methodology section, and the analysis results were given in the findings section, and the study was completed with the conclusion section.

## 2. LITERATURE REVIEW

Commitment has been defined as consistent behavior (Becker, 1960). Organizational commitment is defined by Kanter (1968) as a process in which individuals strive to achieve organizational goals. Organizational commitment is defined by O'Reilly and Chatman (1986) as the psychological attachment of individuals to organizations. Allen and Meyer (1990) state that organizational commitment is the commitment of individuals towards their identification with the organization, commitment based on the costs associated with leaving the organization, and feelings of commitment towards the obligation to remain in the organization. Rafiei et al. (2014) stated that organizational success depends on the commitment of employees to the organization, and commitment to the organization is more than just a formal membership and includes employees' attitude towards the company and their willingness to do anything for the company. Individuals with a high level of commitment strive to achieve the goals of the organization and are willing to continue their membership in the organization (Koç, 2009). It is important for the organization to gain and maintain competitive advantage through teams consisting of individuals with high organizational commitment (Keskes, 2014). There are many approaches to organizational commitment in the literature. Among these approaches, the most researched approach is the one put forward by Meyer and Allen (1996). The authors divide organizational commitment into three: affective commitment, continuance commitment and normative commitment. These types of commitment indicate how individuals interact with their organizations. Affective commitment: Affective commitment is defined by Meyer et al. (2004) as an attachment that involves identification with and participation in the target entity. Individuals exhibit organizational commitment to the extent that they embrace the values and goals of organizations (Tutar, 2007). Wiener (1982) stated that to increase affective commitment, it would be effective for employers to implement a fair management policy. Continuance commitment: Becker (1960) defined continuance commitment as the emergence of secondary investments or side bets that will be lost if an action or activity is abandoned. Organizational continuity will occur depending on the extent of investment employees make in their organizations and the level of new job opportunities outside (Allen & Meyer, 1990). Potential costs of leaving an organization include the risk of wasting time and effort invested in learning non-transferable skills, losing attractive benefits, losing seniority-based privileges or moving the family to another location, and disrupting personal relationships (Kasogela, 2019). While continuance commitment refers to the financial commitment of employees to their organizations, employees do not want to leave their jobs considering the efforts they give to their organizations and employees believe that the costs of leaving their jobs are high, so they show financial commitment to their organizations (Luthans, 2011). It can be stated that continuance commitment is the time and effort that individuals spend on the organization. It can be said that the longer an individual spends in that organization, the more his/her continuance commitment increases. When an employee leaves the organization, he/she chooses to stay in the organization because s/he will face material and moral losses, which is a continuance commitment (Somers, 2009). In other words, when an individual leaves work, there will be a decrease in his/her personal

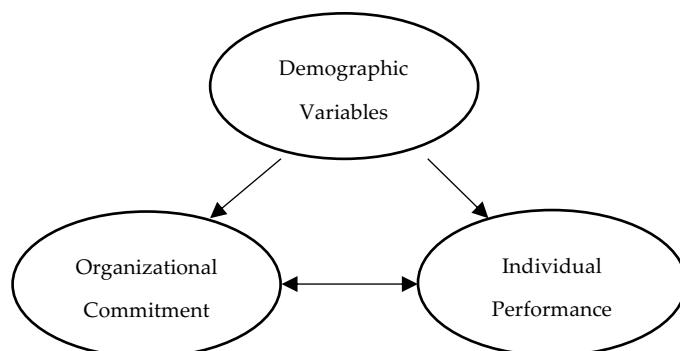
investments, education and career planning, abilities, and financial expectations. Normative commitment: Wiener (1982) stated that acts of commitment are motivated by internal forces such as "moral standards". The factor that makes a person stay in the organization is the belief that s/he must do so. Social pressures, cultural backgrounds and experiences gained because of the socialization process have a great impact on the development of this commitment (Çöllü & Summak, 2010).

Becker (1960) defines individual performance as a performance that encompasses multifaceted activities in which the individual fulfills the responsibilities assigned to him/her and contributes to the goals of the organization. Individual performance is of the employee to fulfill the duties included in the job description and to perform them within acceptable limits (Tutar & Altınöz, 2010). It involves measuring an employee's competence, adaptability, and ability to collaborate effectively (Rosen et al., 2011). Performance depends on the individual's knowledge, skills and efforts as well as the organization's management's ability to provide work and workplace environments that can increase performance (Yıldız et al., 2014). Dessler (2020) states that organizations frequently use performance evaluations, feedback and goal setting methods to measure and improve individual performance. It is accepted that individual performance is an important factor for organizational success (Cera & Kusaku, 2021). In the literature, the sub-dimensions of individual performance were first discussed by Borman and Motowidlo (1993) in two dimensions as task performance and contextual performance. Most subsequent researchers have also moved forward in their research by recognizing the two dimensions of individual performance. Task performance: It is based on a contract between the employer and the employee that determines the duties and responsibilities to be fulfilled mutually (Conway, 1999). Task performance, considered the fundamental aspect of performance, centers around mastering and executing job tasks (Lambourne & Tomporowski, 2010). Employees who excel in task performance form the basis of success as they ensure the execution of operational tasks (Joyce & Slocum, 2012). Contextual performance: Borman and Motowidlo (1997) define contextual performance as behaviors that enhance harmony in the workplace, including actively helping colleagues solve problems and volunteering to improve relationships with coworkers. Goodman and Svyantek (1999) emphasizes that contextual performance often includes behaviors that are not specified in the job description or performed outside of specified tasks.

### 3. METHOD

#### Research Model and Hypotheses

The aim of the study was to determine the relationship between organizational commitment and individual performance and to determine how this relationship developed according to demographic variables. The research model is shown in Figure 1.



**Figure 1: Research Model**

In the study conducted by Bakotić (2022), it was found that there was a positive relationship between organizational commitment and age variable; in the study conducted by Akintayo (2010), there was a positive relationship between organizational commitment and education level, and in the study conducted by Lee et al. (2023), there was a positive relationship between organizational commitment and length of work experience. Based on the studies in the literature, the following hypothesis was designed.

H<sub>1</sub>: Organizational commitment varies according to demographic variables.

H<sub>1a</sub>: Organizational commitment varies according to age variable.

H<sub>1b</sub>: Organizational commitment varies according to education level variable.

H<sub>1c</sub>: Organizational commitment varies according to length of work experience variable.

In the research conducted by Ismail et al. (2010), it was found that there was a positive relationship between individual performance and age variable; in the research conducted by Windani et al. (2024), it was found that there was a positive relationship between individual performance and education level, and in the research conducted by Aderibigbe et al. (2020), it was found that there was a positive relationship between individual performance and work experience period. Based on the research in the literature, the following hypothesis was designed.

H<sub>2</sub>: Individual performance varies according to demographic variables.

H<sub>2a</sub>: Individual performance varies according to age variable.

H<sub>2b</sub>: Individual performance varies according to education level variable.

H<sub>2c</sub>: Individual performance varies according to length of work experience variable.

In the research conducted by Camilleri and Van Der Heijden (2007), it was determined that high levels of organizational commitment lead to better performance and productivity, and it was also emphasized that commitment has a critical role in the public sector where the research was conducted. In the research conducted by Nandan et al. (2018), it was found that both normative and affective commitment were positively related to performance, while continuance commitment was indifferent or negatively related. In the research conducted by Uludağ (2018), it was determined that there is a significant and positive relationship between organizational commitment and employee performance. The research conducted by Eliyana and Ma'arif (2019) stated that organizational commitment is important as a fundamental driver of individual performance and overall organizational effectiveness. The research conducted by Loan (2020) emphasized that organizational commitment significantly affects individual performance in the workplace, employee commitment can increase or decrease job aspirations and can also affect productivity and quality. The research conducted by Karatepe et al. (2022) found that affective commitment significantly and positively affects job performance and emphasized the importance of creating a supportive and interesting work environment to increase performance. In the research conducted by Mohammed (2024), it was determined that high levels of employee commitment are positively linked to higher levels of financial performance, increased job satisfaction and productivity. Based on the research in the literature, the following hypothesis was designed.

H<sub>3</sub>: There is a positive and significant relationship between organizational commitment and individual performance.

#### Data Collection Method and Measures

In this study, the survey method was used to collect data, and 440 people working in the Jordanian Chamber of Commerce participated in the survey. It should be noted that a sufficient sample size (384) was reached for the research (Coşkun et al., 2020). The questionnaire form consists of three sections. The first section includes the demographic characteristics of the participants and consists of three questions. The second section is a 24-item organizational commitment scale with three sub-dimensions. The third section is a 25-item individual performance scale with two sub-dimensions. Both scales are 5-point Likert-type scales (1=strongly disagree to 5=strongly agree). The organizational commitment scale developed by Allen and Meyer (1990) and the individual performance scale designed by Goodman and Svyantek (1999) were used. To obtain the necessary permissions regarding the applicability of the surveys used in the research, the necessary application was made to the Karabük University Social and Human Sciences Research Ethics Committee, and with the decision dated 26.09.2023 and numbered E-78977401-050.01.04-277483, it was decided that the survey was applicable. The data collected through the survey was collected in 2024.

#### Data Analysis Methods

The research analysis methods used frequency analysis, t-tests, and correlation analyses. Analyses were conducted using the Statistical Package Program.

#### 4. FINDINGS

##### Findings Regarding Demographics Variables

Under this heading, frequency analyses of demographic variables of the participants in the study are included. Table 1 includes findings regarding demographic variables.

**Table 1.** Distributions According to Demographic Variables

	Variable	N	%
Age	45 and below	220	50.0
	46 and above	220	50.0
Education Level	BSc or BA	200	45.5
	Postgraduate	240	54.5
Length of Work	11 and below	152	34.6
Experience (year)	12 and above	288	65.4

When the distribution of participants according to age variable is examined in Table 1, 50.0% are 45 years old and above and 50.0% are 46 years old and above. When the distribution of participants according to education level variable is examined, 45.5% have BSc or BA and 54.5% have Postgraduate. When the distribution of participants according to length of work experience (years) variable is examined, 34.6% have 11 years and below and 65.4% have 12 years and above.

##### Validity and Reliability Analyses

Under this heading, the validity and reliability of the scales used in the research were analyzed.

**Table 2.** Construct Validity Analysis of the Organizational Commitment Scale

Statements	1	2	3
2	0.71		
3	0.79		
4	0.66		
5	0.76		
6	0.71		
7	0.65		
8	0.81		
9		0.73	
12		0.83	
13		0.67	
14		0.75	
15		0.80	
16		0.69	
17			0.80
18			0.80
19			0.60
20			0.84
21			0.86
22			0.82
23			0.71

24			0.80
Variance Explained	30.8	18.0	11.8
Cronbach's Alpha	0.87	0.85	0.91
KMO Value		0.84	
*Total Variance Explained: 60.10%			

As seen in Table 2, because of the analysis, the KMO value was found to be 0.84. The first dimension in the organizational commitment scale explains 30.8% of the explained variance, and the factor loading values of the items in this sub-dimension vary between 0.81 and 0.65. The internal consistency coefficient of this dimension was calculated as 0.87. The second dimension explains 18.0% of the explained variance, and the factor loading values of the items in this sub-dimension vary between 0.83 and 0.67. The internal consistency coefficient of this dimension was calculated as 0.85. The third dimension explains 11.8% of the explained variance, and the factor loading values of the items in this sub-dimension vary between 0.86 and 0.60. The internal consistency coefficient of this dimension was calculated as 0.91. The factor analysis "1, 10 and 11" statements were removed because their factor loadings were below 0.50. When the item total correlation coefficients of the scale were examined, it was seen that the scale was a valid measurement tool.

Table 3. Construct Validity Analysis of the Individual Performance Scale

Statements	1	2
1	0.72	
2	0.66	
4	0.51	
5	0.71	
6	0.80	
7	0.65	
8	0.70	
9	0.53	
10	0.59	
11	0.71	
12	0.53	
13	0.74	
14	0.63	
15	0.61	
16	0.77	
17		0.73
18		0.55
19		0.70
20		0.80
21		0.61
22		0.78
23		0.79
24		0.67
Variance Explained	30.1	17.8
Cronbach's Alpha	0.90	0.84
KMO Value		0.82

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\*Total Variance Explained: 69.80%

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As seen in Table 3, the KMO value was determined as 0.82 because of the analysis. The first dimension in the individual performance scale (contextual performance) explains 30.1% of the explained variance and the factor loading values of the items in this sub-dimension vary between 0.80 and 0.51. The internal consistency coefficient of this dimension was calculated as 0.90. The second dimension (task performance) explains 17.8% of the explained variance and the factor loading values of the items in this sub-dimension vary between 0.80 and 0.55. The internal consistency coefficient of this dimension was calculated as 0.84. The factor analysis "3 and 25" statements were removed because their factor loadings were below 0.50. When the item total correlation coefficients of the scale were examined, it was seen that the scale was a valid measurement tool.

#### Descriptive Statistics

This heading includes tables for the descriptive statistics of the organizational commitment and individual performance scales.

Table 4. Descriptive Values of Affective Commitment

Statements	Mean	Standard Deviation	Scale Mean	Scale Standard Deviation
2	4.21	0.80		
3	4.05	0.88		
4	4.00	0.82		
5	4.08	0.79	4.02	0.64
6	3.75	0.98		
7	4.19	0.75		
8	3.86	0.90		

When Table 4 is examined, the general affective commitment score is 4.02 with a standard deviation of 0.64. This result shows that there is a high level of commitment among the participants. The highest average score belongs to the statement "2" with an average of 4.21 and a standard deviation of 0.80. It can be interpreted that there is a very high level of commitment and satisfaction among the participants and that they think of a long-term future with the Jordan Chamber of Commerce. The lowest average score is the statement "6" with an average of 3.75 and a standard deviation of 0.98, which is reverse scored. Although it is the lowest score, it is still categorized as high and again shows that most employees feel a significant level of affective commitment to the organization.

Table 5. Descriptive Values of Continuance Commitment

Statements	Mean	Standard Deviation	Scale Mean	Scale Standard Deviation
9	3.05	0.99		
10	3.01	1.17		
13	3.82	1.11		
14	3.22	1.07	3.24	0.87
15	3.11	1.11		
16	3.28	1.34		

When Table 5 is examined, the general continuance commitment score is 3.24 with a standard deviation of 0.87. This result shows that there is a moderate level of commitment among the participants. The highest average score belongs to the statement "13" with an average of 3.82 and a standard deviation of 1.11. It shows that staying at the Jordan Chamber of Commerce is seen as a

necessity rather than a complete desire for the participants. The evaluations of other employment options by the participants may imply the difficulty of economic or market conditions. The lowest average score was determined to be "10" with an average of 3.01 and a standard deviation of 1.17. The lowest average score can be seen as a moderate average, but it can be stated that the participants' decision to stay in the organization stems from personal circumstances or external factors. It may be thought that there will be a relatively moderate level of deterioration in their personal lives if they choose to leave the job.

Table 6. Descriptive Values of Normative Commitment

Statements	Mean	Standard Deviation	Scale Mean	Scale Standard Deviation
17	4.74	0.48		
18	4.75	0.48		
19	4.67	0.66		
20	4.65	0.52		
21	4.65	0.58	4.66	0.45
22	4.56	0.63		
23	4.67	0.61		
24	4.56	0.67		

When Table 6 is examined, the general normative commitment score is 4.66 with a standard deviation of 0.45. This result shows that normative commitment is at a high level among the participants. The highest average score is 4.75 with a standard deviation of 0.48. It belongs to the reverse-scored statement "18". It is seen that the participants do not strongly agree with this statement and therefore the loyalty to the organization is high among the participants. The lowest average score is the statement "22" with a mean of 4.56 and a standard deviation of 0.63.

Table 7. Descriptive Values of Contextual Performances

Statements	Mean	Standard Deviation	Scale Mean	Scale Standard Deviation
1	3.54	1.17		
2	4.28	0.80		
4	4.20	0.78		
5	3.85	0.98		
6	3.81	0.94		
7	3.17	1.20		
8	3.31	1.16	3.92	0.60
9	4.54	0.55		
10	4.21	0.80		
11	4.05	0.88		
12	4.00	0.82		
13	4.08	0.79		
14	3.75	0.98		
15	4.19	0.75		
16	3.86	0.90		

When Table 7 is examined, the general contextual performance score is 3.92 with a standard deviation of 0.60. This result shows that there is a high level of contextual performance among the participants. The highest average score belongs to the statement "9" with an average of 4.54 and a

standard deviation of 0.55. It shows that the participants have a sense of responsibility and that workplace rules are given importance. The lowest average score was determined to be the statement "7" with an average of 3.17 and a standard deviation of 1.20. Even though it is expressed as the lowest average, it can be interpreted as a medium level. It can be stated that the participants are moderately willing to help others despite their workload.

Table 8. Descriptive Values of Task Performance

Statements	Mean	Standard Deviation	Scale Mean	Scale Standard Deviation
17	3.05	0.99		
18	3.01	1.17		
19	2.72	1.10		
20	2.97	1.31	3.15	0.82
21	3.82	1.11		
22	3.22	1.07		
23	3.11	1.11		
24	3.28	1.34		

When Table 8 is examined, the general task performance score is 3.15 with a standard deviation of 0.82. This result shows that there is a high level of task performance among the participants. The highest average score belongs to the statement "21" with an average of 3.82 and a standard deviation of 1.11. It can be interpreted that the participants can successfully fulfill their responsibilities. The lowest average score is found to be the statement "19" with an average of 2.72 and a standard deviation of 1.10. It can be inferred that the participants have expertise in certain jobs.

#### Hypotheses Testing

Under this heading, analyses of the hypotheses of the research are included.

Table 9. T-test Results According to Age Variable

Variables	Age	N	$\bar{X}$	S	Sd	T	p
Affective commitment	<=45	220	4.11	0.54	440	2.81	0.03
Continuance commitment	>=46	220	3.94	0.71			
Normative commitment	<=45	220	3.21	0.85	440	0.69	0.053
Normative commitment	>=46	220	3.27	0.90			
Organizational commitment	<=45	220	4.63	0.50	440	1.05	0.01
Organizational commitment	>=46	220	4.68	0.40			
Organizational commitment	<=45	220	4.05	0.38	440	0.67	0.02
Organizational commitment	>=46	220	4.03	0.33			

As seen in Table 9, the affective commitment sub-dimension of the organizational commitment scale differs significantly according to the age variable ( $t(440)=2.81, p<0.05$ ). It is seen that the affective commitment level perceived by participants aged 45 and under ( $X=4.11$ ) is higher than that of participants aged 46 and over ( $X=3.94$ ). It is seen that the continuance commitment sub-dimension of the organizational commitment scale does not differ according to the age variable ( $t(440)=0.69, p>0.05$ ). The normative commitment sub-dimension of the organizational commitment scale differs significantly according to the age variable ( $t(440)=1.05, p<0.05$ ). It is seen that the level of normative commitment perceived by the participants aged 45 and under ( $X=4.63$ ) is higher than the participants aged 46 and over ( $X=4.68$ ). The organizational commitment scale shows a significant difference according to the age variable ( $t(440)=0.67, p<0.03$ ). It is seen that the level of organizational commitment perceived by the participants aged 45 and under ( $X=4.05$ ) is higher than the participants aged 46 and over ( $X=4.03$ ). The hypothesis of the research "H1a: Organizational

commitment varies according to age variable" is accepted. As a result of the analysis, it is seen that organizational commitment can be interpreted as showing significant difference according to the age variable.

Table 10. T-test Results According to Education Level Variable

Variables	Education	N	$\bar{X}$	S	Sd	T	p
Affective commitment	BSc or Ba	200	4.14	0.54	440	3.79	0.01
	Postgraduate	240	3.92	0.71			
Continuance commitment	BSc or Ba	200	3.29	0.85	440	1.09	0.01
	Postgraduate	240	3.20	0.90			
Normative commitment	BSc or Ba	200	4.69	0.50	440	1.19	0.76
	Postgraduate	240	4.63	0.40			
Organizational commitment	BSc or Ba	200	4.11	0.38	440	3.59	0.56
	Postgraduate	240	3.99	0.33			

As seen in Table 10, the affective commitment sub-dimension of the organizational commitment scale shows a significant difference according to the education level variable ( $t(440)=3.79$ ,  $p<0.05$ ). It is seen that the affective commitment level perceived by the participants with BSc or BA education level ( $\bar{X}=4.14$ ) is higher than the participants with postgraduate education level ( $\bar{X}=3.92$ ). The continuance commitment sub-dimension of the organizational commitment scale shows a significant difference according to the education level variable ( $t(440)=1.09$ ,  $p<0.05$ ). It is seen that the continuance commitment level perceived by the participants with BSc or BA education level ( $\bar{X}=3.29$ ) is higher than the participants with postgraduate education level ( $\bar{X}=3.20$ ). It is seen that the normative commitment sub-dimension of the organizational commitment scale does not differ according to the education level variable ( $t(440)=1.19$ ,  $p>0.05$ ). The organizational commitment scale does not differ according to the education level variable ( $t(440)=3.59$ ,  $p>0.05$ ). The hypothesis of the research "H1b: Organizational commitment varies according to education level variable" is rejected. As a result of the analysis, it can be interpreted that organizational commitment does not differ significantly according to the education level.

Table 11. T-test Results According to the Length of Work Experience (year)

Variables	Year	N	$\bar{X}$	S	Sd	T	p
Affective commitment	<=11	152	3.84	0.78	440	-3.99	0.00
	>=12	288	4.12	0.52			
Continuance commitment	<=11	152	3.39	0.77	440	2.78	0.01
	>=12	288	3.16	0.91			
Normative commitment	<=11	152	4.65	0.43	440	-0.07	0.16
	>=12	288	4.66	0.47			
Organizational commitment	<=11	152	4.02	0.37	440	-0.84	0.43
	>=12	288	4.05	0.34			

As seen in Table 11, the affective commitment sub-dimension of the organizational commitment scale shows a significant difference according to the length of work experience variable ( $t(440)=-3.99$ ,  $p<0.05$ ). It is seen that the affective commitment level perceived by the participants with 11 years and below length of work experience ( $\bar{X}=3.84$ ) is higher than the participants with 12 years and above length of work experience ( $\bar{X}=4.12$ ). The continuance commitment sub-dimension of the organizational commitment scale shows a significant difference according to the length of work experience variable ( $t(440)=2.78$ ,  $p<0.05$ ). It is seen that the continuance commitment level perceived by the participants with 11 years and below length of work experience ( $\bar{X}=3.39$ ) is higher than the participants with 12 years and above length of work experience ( $\bar{X}=3.16$ ). The normative commitment sub-dimension of the organizational commitment scale shows a significant difference according to the length of work experience variable ( $t(440)=-0.07$ ,  $p<0.05$ ). It is seen that the level of

normative commitment perceived by the participants with 11 years and below length of work experience ( $\bar{X}=4.65$ ) is higher than the participants with 12 years and above work experience ( $\bar{X}=4.66$ ). The organizational commitment scale does not differ according to the length of work experience variable ( $t(440)=-0.84$ ,  $p>0.05$ ). The hypothesis of the research "H1c: Organizational commitment varies according to length of work experience variable" is rejected. In line with these findings, it can be interpreted that the continuance commitment and length of work experience variables do not differ significantly.

Table 12. T-test Results According to Age Variable

Variables	Age	N	$\bar{X}$	S	Sd	T	p
Contextual performance	<=45	220	3.92	0.56	440	0.06	0.15
	>=46	220	3.92	0.63			
Task performance	<=45	220	3.10	0.78	440	-1.14	0.01
	>=46	220	3.19	0.86			
Individual performance	<=45	220	3.64	0.44	440	-0.67	0.51
	>=46	220	3.67	0.45			

When Table 12 is examined, the contextual performance sub-dimension of the individual performance scale does not differ according to the age variable ( $t(440)=0.06$ ,  $p>0.05$ ). The task performance sub-dimension of the individual performance scale shows a significant difference according to the age variable ( $t(440)=-1.14$ ,  $p<0.05$ ). According to the age variable, it is seen that the task performance level perceived by the participants aged 45 and under ( $\bar{X}=3.10$ ) is lower than the participants aged 35 and over ( $\bar{X}=3.19$ ). It is seen that the individual performance scale does not differ according to the age variable ( $t(440)=-0.67$ ,  $p>0.05$ ). The hypothesis of the research "H2a: Individual performance varies according to age variable" is rejected. In line with these findings, it can be said that the individual performance does not show a significant difference according to the age variable.

Table 13. T-test Results According to Education Level Variable

Variables	Education	N	$\bar{X}$	S	Sd	T	p
Contextual performance	BSc or Ba	200	4.05	0.53	440	4.00	0.11
	Postgraduate	240	3.82	0.63			
Task performance	BSc or Ba	200	3.18	0.79	440	0.72	0.09
	Postgraduate	240	3.12	0.84			
Individual performance	BSc or Ba	200	3.74	0.40	440	4.01	0.04
	Postgraduate	240	3.58	0.46			

When Table 13 is examined, the contextual performance sub-dimension of the individual performance scale shows a significant difference according to the education level variable ( $t(440)=4.00$ ,  $p<0.05$ ). According to the education level variable, it is seen that the contextual performance level perceived by the participants with BSc or BA education level ( $\bar{X}=4.05$ ) is higher than the participants with Postgraduate ( $\bar{X}=3.82$ ) education level. The task performance sub-dimension of the individual performance scale shows a significant difference according to the education level variable ( $t(440)=0.72$ ,  $p<0.05$ ). According to the education level variable, it is seen that the task performance level perceived by the participants with BSc or BA education level ( $\bar{X}=3.18$ ) is higher than the participants with Postgraduate ( $\bar{X}=3.12$ ) education level. It is seen that the individual performance scale does not differ according to the education level variable ( $t(440)=4.01$ ,  $p>0.05$ ). The hypothesis of the research "H2b: Individual performance varies according to education level variable" is rejected. In line with these findings, it can be interpreted that the individual performance does not show a significant difference according to the education level variable.

Table 14. T-test Results According to the Length of Work Experience (year) Variable

Variables	Year	N	$\bar{X}$	S	Sd	T	p
Contextual performance	<=11	152	3.76	0.68	440	-3.98	0.00
Task performance	>=12	288	4.01	0.52			
Individual performance	<=11	152	3.25	0.71	440	1.98	0.00
Individual performance	>=12	288	3.09	0.87			
Contextual performance	<=11	152	3.58	0.48	440	-2.40	0.13
Task performance	>=12	288	3.69	0.42			

When Table 14 is examined, the contextual performance sub-dimension of the individual performance scale shows a significant difference according to the length of work experience variable ( $t(440)=-3.98$ ,  $p<0.05$ ). According to the length of work experience variable, it is seen that the contextual performance level perceived by the participants with 11 years and below ( $X=3.76$ ) length of work experience is at a lower level than the participants with 12 years and above ( $X=4.01$ ) length of work experience. The task performance sub-dimension of the individual performance scale shows a significant difference according to the length of work experience variable ( $t(440)=1.98$ ,  $p<0.05$ ). According to the length of work experience variable, it is seen that the task performance level perceived by the participants with 11 years and below ( $X=3.25$ ) length of work experience is at a higher level than the participants with 12 years and above ( $X=3.09$ ) length of work experience. It is seen that the individual performance scale does not differ according to the length of work experience variable ( $t(440)=-2.40$ ,  $p>0.05$ ). The hypothesis of the research "H2c: Individual performance varies according to length of work experience variable" is rejected. In line with these findings, it can be interpreted that individual performance does not show a significant difference according to the length of work experience variable.

Table 15. Correlation Analysis

Scale	AC	CC	NC	OC	CP	TP	IP
AC	1						
CC	-0.29**						
NC	0.35**	-0.09	1				
OC	0.56**	0.49**	0.64**	1			
CP	0.89**	-0.17**	0.44**	0.63**	1		
TP	-0.27**	0.97**	-0.14**	0.46**	-0.15**	1	
IP	0.61**	0.48**	0.30**	0.85**	0.78**	0.51**	1

\*\*. Significant at the 0.01 level

Affective Commitment= AC, Continuance Commitment= CC, Normative Commitment= NC, Organizational Commitment= OC, Contextual Performance= CP, Task Performance= TP, Individual Performance= IP

When Table 15 showing the relationship between organizational commitment and individual performance is examined, it is seen that there is a positive significant relationship between individual performance and affective commitment ( $r=0.61$ ,  $p<0.01$ ); continuance commitment ( $r=0.48$ ,  $p<0.01$ ); normative commitment ( $r=0.30$ ,  $p<0.01$ ); and organizational commitment and individual performance ( $r=0.85$ ,  $p<0.01$ ). When Table 16 showing the relationship between organizational commitment and task performance sub-dimension is examined, it is seen that there is a negative significant relationship between task performance and affective commitment ( $r=-0.27$ ,  $p<0.01$ ) and normative commitment ( $r=-0.14$ ,  $p<0.01$ ); and a positive significant relationship between continuance commitment ( $r=0.97$ ,  $p<0.01$ ) and organizational commitment and task performance ( $r=0.46$ ,  $p<0.01$ ). When Table 16, which shows the relationship between the organizational commitment scale and contextual Performance, is examined, it is seen that there is a positive significant relationship between contextual performance and affective commitment ( $r=0.89$ ,  $p<0.01$ ); a negative significant relationship between continuance commitment ( $r=-0.17$ ,  $p<0.01$ ); a positive

significant relationship between normative commitment ( $r=0.44$ ,  $p<0.01$ ) and organizational commitment and contextual performance ( $r=0.63$ ,  $p<0.01$ ). The hypothesis of the research "H3: There is a positive and significant relationship between organizational dependence and individual performance" is accepted.

## 5. CONCLUSION

This research was conducted to determine the relationship between organizational commitment and individual performance and to determine how this relationship develops according to demographic variables. When we examine whether organizational commitment differs according to demographic variables, it is determined that it differs according to age, but not according to education level and length of work experience variables. When we examined whether individual performance differed according to demographic variables, it was determined that it did not differ according to three variables. The main hypothesis of the research, "There is a positive and significant relationship between organizational commitment and individual performance", was accepted because of the research analysis. Difficulties were encountered in collecting data for this study because very little research has been done on the Jordanian Chambers of Commerce. The research was limited to employees of one organization, which limits the generalizability of the findings to other sectors or cultural contexts. Because data are collected at a single point in time, it limits the ability to establish causal relationships between variables. The use of surveys in the study may have introduced some bias due to participants overestimating or underestimating their levels of commitment and performance. To increase organizational commitment, organizations can manage within the framework of three dimensions. Workplace cultures that encourage inclusivity, mutual respect, and affective commitment can be developed. Career development opportunities and benefits can be offered to employees. A culture of commitment can be created with transparent policies. Employees can be made to feel valued and encouraged to contribute. An important issue for organizational commitment is leadership. Leaders should work to strengthen the affective, continuance and normative commitment of employees. They must ensure that communication and feedback mechanisms function properly. When individuals perceive opportunities for advancement prospects within organizations, their commitment levels will increase, and their performance will also improve. Similar research can be conducted on other institutions, specifically in Jordan. The results of sector-based research can be compared. Long-term applied research can be done. That is, it is possible to examine how commitment and performance progress over time. The roles of internal and external factors in the relationship between organizational commitment and individual performance can be investigated. Instead of the survey method, data can be collected, and research can be conducted through expert opinions or focus groups. The relationship between commitment and performance can be addressed by including the digitalization dimension in the research.

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