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SCIENTIFIC ORGANISATIONS OF AZERBAIJAN

AZERBAIJAN NATIONAL ACADEMY OF SCIENCES



The Azerbaijan National Academy of Sciences (ANAS) is the main scientific organization in the Azerbaijan Republic. The ANAS was founded in 1945 in Baku city, the capital of the Azerbaijan Republic.

In early 1920 the scientific research activity was mainly concentrated at the Baku State University. In 1920-22 a Scientific Association was organized in Azerbaijan. The Association was comprised of humanitarian, medical and natural sciences research sections. The aim of Association was to provide comprehensive assistance in research of various scientific problems along with education and training of young researchers and scientists. In late 1921 a Society of Naturalists and Medics and then Society of Orientalists and Medics were organized at the Baku University. In 1920 a technical education provider, the Polytechnic Institute, was founded in Baku. At that Institute a research in the fields of technical science, economics and agricultural chemistry was regularly conducted.

By the end of 1932 there were 30 scientific organizations and more than 10 higher education institutions in Azerbaijan. Within that period, there were 800 research scientists, including 87 professors and 138 assistant professors actively working in Azerbaijan. However, neither the Azerbaijan State Scientific-Research Institute (ASSRI) nor other branch-wise scientific organizations were in position to meet satisfactorily the demands for development of science in Azerbaijan. In 1932 on the basis of the ASSRI the Azerbaijan Branch of Trans-Caucasian Affiliate Organization of the Academy of Sciences of the USSR was organized in Baku. R. Akhundov was appointed as a Head of Branch. The Branch was comprised of 11 sections and several commissions. A group of famous Russian scientists such as F.Y.Levinson-Gubski, I.M.Gubkin, AA.Grossheim, N.Y.Marr, I.I.Meschanov, A.N.Derjavin, I.G.Yesman, and first Azeri scientists, B.Chobanzade, V.Khuluflu, M.Efendiyev, A.Taghizade, S.Mumtaz, A.S.Mamedov and others were actively involved in scientific research at the Branch. In 1935 the Branch was transformed into Azerbaijan Affiliate Branch of the Academy of Sciences of the USSR. Then existing sections and commissions were further developed into Scientific Research Institutes of Chemistry, Botany, Zoology, History, Ethnography and Archaeology, Philology and Literature. Along with this the Sections of Energy, Physics, Geology and Soil Sciences were organized as well. Russian Academician I.M.Gubkin was elected as a Chairman of the Presidium of the Affiliate Branch. Later, another Russian Academician S.S. Namyotkin succeeded him in this post.

The Presidium of the Academy developed and approved plans on further intensification of reforms. This was done with aim to increase productivity of scientific research work with further orientation of it towards areas important for the Azerbaijan Republic. The plans also foresee increase of productivity of financial and material assets usage, elimination of parallelism and duplication of efforts, intensification of research processes along with further optimisation of overall organizational structure of the Academy.

The nation's future success lies with science and education!

Heydar Aliyev
National Leader of Azerbaijan

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THE EFFECT OF ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE: THE CASE OF THE KAHRAMANMARAS PROVINCIAL DIRECTORATE OF YOUTH SERVICES AND SPORTS

Yeliz Sirin, Pervin Bilir, Tamer Karademir

Abstract: The present study was conducted in order to analyze the effects of affective, continuance and normative commitment, which are the dimensions of organizational commitment, of a group of employees, on their job performance. Forty nine employees of the Kahramanmaras Provincial Directorate of Youth Services and Sports, which is a rural institution, part of the organization of Turkish sports, participated in the study. As a result of analysis of the three dimensions of organizational commitment, there was a continuance commitment dimension in the institution. According to the institutional status of the employees, a significant difference in the job performance among managers, civil servants and other employees with respect to the outside of work socializing variable was found. It was found that there was a significant positive relation between job performance and organizational continuance commitment and normative commitment, but there was not a significant relation between affective commitment and job performance.

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

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THE EFFECT OF ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE: THE CASE OF THE KAHRAMANMARAS PROVINCIAL DIRECTORATE OF YOUTH SERVICES AND SPORTS

Yeliz Sirin[1], Dr. **Pervin Bilir[2],** Dr. **Tamer Karademir[3]***

[1,3]Sutcu Imam University, School of Physical Education and Sports, Kahramanmaras,
[2]Cukurova University, School of Physical Education and Sports, Adana **(TURKEY)**
***Corresponding author:** tamer.karademir@hotmail.com

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ABSTRACT

The present study was conducted in order to analyze the effects of affective, continuance and normative commitment, which are the dimensions of organizational commitment, of a group of employees, on their job performance. Forty nine employees of the Kahramanmaras Provincial Directorate of Youth Services and Sports, which is a rural institution, part of the organization of Turkish sports, participated in the study. As a result of analysis of the three dimensions of organizational commitment, there was a continuance commitment dimension in the institution. According to the institutional status of the employees, a significant difference in the job performance among managers, civil servants and other employees with respect to the outside of work socializing variable was found. It was found that there was a significant positive relation between job performance and organizational continuance commitment and normative commitment, but there was not a significant relation between affective commitment and job performance.

Key words: Job performance, Organizational Commitment, Provincial Directorate of Youth Services and Sports

1. INTRODUCTION

Sport as an industry has existed in the world for a long time. Sports management has improved over the last 50 years, and its importance has further increased with the growth of sports bodies and organizations. Sports management is one of the main issues on which a stress should be placed in terms of developing Turkish sports, and for improving Turkish sports organizations in modern management understanding. Through offering business opportunities for the individuals training in the sports management field, public institutions directing sport in their countries in particular should contribute to systematic development of sports and ensure international success. Improving sports to an international level and ensuring success, needs a high level of organizational commitment from the employees at sports institutions. Such commitment is important in terms of their performances. Commitment to an institution, adapting to the institution, and considering the work of the institution to be their own work, will increase the performance of the employees to a maximum level.

The organizational commitment of sports institutions and organizations and its effect on performance, which is little covered in the relevant literature, will be examined in the present study. The concept of organizational commitment will be outlined and the relation between organizational commitment and performance will be explained.

Conceptual Framework

In the conceptual framework of the study, firstly, organizational commitment and job performance will be defined; then relations between organizational commitment and job performance will be examined.

There is no consensus on the definition of organizational commitment in the relevant literature. Different definitions of organizational commitment are given by various researchers working in the field. O'Reilly and Chatman (1) defined organizational commitment as the psychological commitment felt for the organization by the individual. Allen and Meyer (2) also suggested it was a "psychological state describing the relations of employees with the organization and referred to their decisions to stay in the organization". According to a different definition, organizational commitment is defined as the identification of the individual with the organization he/she works for and his/her commitment to that (3).

Mathieu & Zajac (4) dealt with organizational commitment as behavioral and attitudinal elements as a result of their meta-analysis conducted through compiling many studies. But, Allen and Meyer developed a model of organizational commitment in 1984. This model is comprised of affective and continuance commitment. Allen and

Meyer (5) added a third factor called normative commitment, which was originally derived from the 1980 studies of Weiner and Vardi (6), to their organizational commitment models. According to the model, organizational commitment is expressed as a psychological state that reflects the relation between a worker and his/her organization. The organizational commitment of the worker is affected by three separate elements and is comprised of affective commitment, continuance commitment and normative commitment (7).

Affective commitment is the most discussed commitment type in the literature; it refers to the affective commitment of the employee to the organization and its goals. It is when a harmonization appears between the values and norms of the organization and the individual. The affective commitment of the employees to an organization involves identification with the organization, and employee participation in its organizational processes. It has also been defined as the workers' desire to stay in the business by their affective preferences (8). This concept explains why individuals cling to and identify with the organization's objects (9). Affective commitment is attitudinal, it is about aspects of the personality and job related factors, it depends on an employee's willingness to support organizational goals (10).

It was proposed that the continuance factor of organizational commitment could be developed depending on two factors. These are the amount of investments individuals make and the perceived lack of alternatives. For example, the fact that a worker may experience difficulties in deciding to transfer to another organization, due to the energy and time that would be taken up in developing profession-related skills, and the fact that there may not be any alternative job opportunities, increases the perceived costs of leaving the present organization. Thus, if workers believe that there are fewer job alternatives, they will feel a stronger continuance commitment to their present organizations (11).

Normative commitment is the feeling of moral obligation the employees feel to stay in their present organizations. The worker believes that he/she has responsibility for and liability to the organization in normative commitment, and thus he/she feels obliged to stay on in the organization. The obligation in normative commitment does not depend on organization related interests as is the case in continuance commitment. The concept of performance defines what kind of result individuals or groups working in an organization can reach for attaining the goal. It is the performance of prominent individuals in an organization displayed while doing their jobs. Campbell (12) defined job performance as behaviors realized according to the goals determined in the organizations. Borman & Motowidlo (13) defined these behaviors as task performance, contextual performance and organizational citizenship performance. Task performance involves behaviors realized by the employee in order to perform tasks given by the manager or given according to the basic technical activities of the organization.

Contextual performance is explained as having off-the-job behaviors such as voluntary participation, cooperation, complying with the rules and procedures, identification with the goals. Motowidlo (14) proposed that contextual and organizational citizenship performance were determiners in job performance.

Researchers have conducted various studies in order to examine the relation between organizational commitment and performance. Different research offered different results. While a positive relation was found between commitment and performance in some studies (15, 16, 17), a negative relation was observed in others (4, 18).

The findings for the relations between organizational commitment and performance created one of the most disappointing results in studies related to the commitment. Different research on the subject suggested that the relation between commitment and performance was weak, or not strong enough, contrary to expectations. Similarly, Mathieu and Zajac (4), analyzing the relation between commitment and performance, stated that the relation was very weak. Another reason for the weak relation between commitment and performance is that organizational commitment coincides with the commitment to the chief. According to the findings of Mowday, Porter and Dubin, employees with high organizational commitment display better performances in organizations than do employees with low levels of organizational commitment (19).

2. METHODOLOGY

2.1. Structure of the Research

The aim of the research is to evidence that there is a relation between employees with affective, continuance and normative commitment to the organization, and job performance. The conceptual model referring to this assumption is shown in Figure 1. The affective, continuance and normative commitment levels of the employees of the Kahramanmaras Provincial Directorate of Youth Services and Sports to the organization, the relation between the three commitment levels of the employees and their job performance, and the effects of the factors considered to be effective on the relation were examined within the model.

2.2. Conceptual Model of the Research

The research model involves three groups of variables. There are independent variables, dependent variables, and contextual variables. The model involves three elements of organizational commitment as independent variables, the job performance of the employees as dependent variables and the demographic features of the employees as contextual variables.

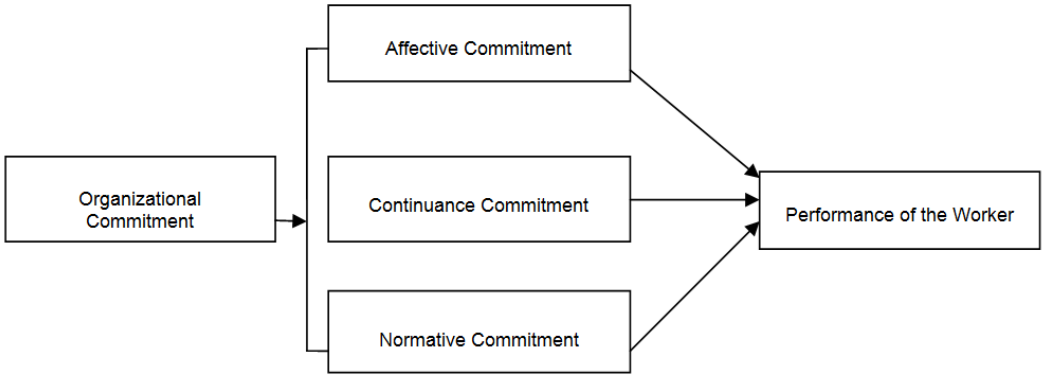


Fig. 1. *Contextual Model of the Research*

2.3. Sampling of the Research

The research population of the study is comprised of tenured and contract employees of the Kahramanmaras Provincial Directorate of Youth Services and Sports. There are 78 employees in total in the population of the study. Forty nine people were chosen by a random sampling method and they voluntarily participated in the study and formed the sample group.

Of the participants, 16.3 % of the participants are women and 83.7% of the participants are men. Of the employees, 87.8% are married and 12.2% of them are single. Of the research group, 44.9% had served for 1 - 5 years, 16.3% had served for 5-10 years, 6.1% had served for 11-15 years, 10.2% had served for 16-20 years, 14.3% had served for 21-25 years, and 8.2% had served for 26-30 years. Of the research group 22.4% are coaches, 46.9% are civil servants, 10.2% are laborer and 8.2% are technical assistants. It was determined that the institution-status distribution of the research group was as follows: managers (4.1%), civil servants (57.1%) other - coach, laborer, technician assistants (38.8%). The research group consisted of primary school graduates (6.1%), secondary school graduates (6.1%), high school graduates (46.9%) and university graduates (40.8%).

2.4. Measurement Means

2.4.1. Job Performance Questionnaire

The Job Performance Questionnaire, which was by Sigler and Pearson (20), was used for measuring the job performances of the employees. The reliability coefficient of the questionnaire comprised of four questions was found to be over.70 in both studies. The reliability coefficient of the questionnaire conducted on academics in Turkey by Col (21) was found to be.82. The answers were taken using a 5 point Likert scale in the research (1=I absolutely disagree, 5=I certainly agree).

2.4.2. Organizational Commitment Questionnaire

The Organizational Commitment Questionnaire (22, 23), which was developed by Allen and Meyer (5) and whose reliability and validity was previously tested, was used. The questionnaire was adapted into Turkish by Demirkiran (24). The reliability and validity coefficient of the adapted questionnaire was previously calculated. The Organizational Commitment Questionnaire was comprised of 18 articles and it involves three sections: Affective Commitment, Continuance Commitment and Normative Commitment.

3. FINDINGS

Table 1. The results of correlation analysis between the job performance and the organizational commitment sub-dimensions of the research group

		1	2	3
Affective Commitment	r p N	1		
Continuance Commitment	r p N	.040 .784 49	1	
Normative Commitment	r p N	-.201 .165 49	.786(*) .000 49	1
Job Performance	r p N	.260 .071 49	.637(*) .000 49	.450(*) .001 49

***** *p<0.05*

Considering the relation level between the performance of the worker and organizational commitment sub-dimensions (affective, continuance, normative) according to Table 1, it was found that there was not any statistically significant relation between job performance and affective commitment (r=.260; p|>0.05), but there was a positive linear and medium level, statistically significant relation between continuance commitment (r=.637; p<0.05) and normative commitment (r=.450; p<0.05).

Table 2. The results of regression analysis between the job performance and organizational commitment sub-dimensions of the research group

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	β	t	p
1 (Constant)	-.943	1.013		-.930	.357
Affective Commitment	.080	.040	.238	2.014	.050
Continuance Commitment	.139	.042	.616	3.288	.002*
Normative Commitment	.004	.049	.014	.072	.943

Dependant Variable: Job Performance
F=12.811;P<0.05: R Square=.461, Adjusted R Square=.425

According to Table 2, considering the effect of total score averages of sub-dimensions of organizational commitment levels of research group on the job performance variable, it was found that the dimension of continuance commitment was affected statistically (t=3.288; p<0.05), other dimensions did not affect the job performance level significantly.

Table 3. Analysis results of the research group with respect to the institutional status variable (ANOVA)

Questionnaire Dimensions	Institution Status	N	$\overline{x}$	Ss	F	p	Diff. LSD
Affective Commitment	a) Manager	2	23.50	7.77	5.794	.006*	a-b a-c
	b) Civil Servant	28	17.67	1.46			
	c) Other	19	18.57	2.83			
Continuance Commitment	a) Manager	2	21.50	2.12	1.069	.352	
	b) Civil Servant	28	22.89	4.10			
	c) Other	19	24.36	3.60			
Normative Commitment	a) Manager	2	20.50	3.53	.059	.943	
	b) Civil Servant	28	21.10	3.14			
	c) Other	19	21.31	3.90			
Job Performance	a) Manager	2	3.87	.17	.114	.892	
	b) Civil Servant	28	3.79	.85			
	c) Other	19	3.92	.96			

**p<0.05*

Comparing the organizational commitment and job performance levels according to the institutional status variable of the research group, it was determined that the difference was statistically significant (F(2.46)=5.794; p<0.05) at the affective commitment dimension of the organizational commitment sub-dimensions, the difference was not statistically significant at other dimensions. This difference was detected as significant in favor of the manager group in the LSD test conducted to find the source of the difference at the affective commitment dimension.

Table 4. Analysis results of the Research Group with respect to the variable of socializing outside of the institution (t-test)

Questionnaire Dimensions	Socializing outside the institution	N	$\overline{x}$	Ss	t	p
Affective Commitment	Yes	36	18.33	2.19	.300	.766
	No	13	18.07	3.66		
Continuance Commitment	Yes	36	23.88	3.73	1.457	.815
	No	13	22.07	4.13		
Normative Commitment	Yes	36	21.27	3.58	.389	.699
	No	13	20.84	2.93		
Job Performance	Yes	36	4.03	.76	2.643	.011*
	No	13	3.32	.98		

***p<0.05*

Comparing the organizational commitment and job performance levels of the research group with respect to the variable of socializing outside the institution, it was found that there was not any difference between the organizational commitment levels, but the job performance level was higher in favor of the group socializing outside the institution and this was statistically significant (t=2.643; p<0.05).

3. DISCUSSION AND CONCLUSION

Analyzing the relation between the organizational commitment and worker performance of the Kahramanmaras Provincial Directorate of Youth Services and Sports, which is a rural institution of General Directorate of Sports affiliated to the Ministry of Youth and Sports, it is seen that the relation between the continuance commitment and normative commitment on the performance levels was positive and medium. It was also found that there was not any significant relation between affective commitment and worker performance. Due to the investment incentives (promotion, pay rises, appropriate compensation, etc.), for the people working in the Kahramanmaras Provincial Directorate of Youth Services and Sports, and the time and energy consumed by the employees in developing their work related abilities, and since the employees had difficulties in deciding on moves to other organizations and they had no alternative job opportunities, the perceived cost of leaving the institution they worked for increased. This then led to a stronger continuance commitment to their current institutions. In respect of the normative commitment dimension, people stay in the organization out of gratitude. The reason is that either the employer employed them when they really needed a job, or they made a value judgment to stay with the employer as the best thing for them. Such people believe that the organization treats them well, and thus that they owe the organization something and thus they should continue to work at the organization for longer. Wiener and Vardi (6) suggested in their study that there was a positive significant relation between normative commitment and job performance.

As a result of a study conducted on the employees of five-star accommodation businesses in the Kusadasi for determining the relation between organizational commitment and worker performance, it is seen that there is a very strong relation between normative i.e. obligatory commitment and job performance, there is a high relation between continuance commitment and job performance, and the affective commitment which is desired in all businesses is lower (25). The result of that study supports the findings of the present study.

Gymnasts working in the Kahramanmaras Provincial Directorate of Youth Services and Sports can be taken as an example in order to explain why these two commitment types are seen in the institution. As the gymnasts serve as contract personnel and thus have no vocational guarantee, their job definition is not completely made properly, they are not working in a proper professional capacity, and they receive low wages; therefore they may feel a normative commitment to their institution's continuance. Due to these factors, gymnasts can show continuance and normative commitment to their institutions. Therefore, their affective commitment to their organizations can be weak.

The highest relation between organizational commitment and job relation in the institution was detected between the continuance commitment and worker performance. In the literature there are many studies explaining that continuance commitment positively affects job performance (26, 27).

Comparing the organizational commitment and job performance levels of the research group with respect to the institution status, it was detected that the difference was statistically significant at the affective commitment dimension of the organizational commitment sub-dimensions; but the difference was not statistically significant at other dimensions. The difference appeared to be significant in favor of the manager group in the LSD test conducted in order to find the source of the difference at the affective commitment dimension level. Examining the literature on these results, it was found that the organizational commitment levels of the leaders and managers were higher than those of the workers (28). According to the result of another study, it was stated that there was a positive relation between organizational commitment, the period of service and an increase in the gratitude level, as a result of the status increase that depended on the time spent in the organization (2).

Sahin (29) suggested that there was a significant relation between normative commitment and institutional status in a study. According to the institutional status of the workers who participated in the present research, it was found that there was a significant difference in the job performance among the managers, civil servants and other workers with respect to the variable of socializing outside of the institution. The organizational commitment of managers socializing outside of the institution was found to be higher than that of civil servants and other workers. The results obtained from the research findings was interpreted as follows: positive relations were created due to the fact that managers spent time together outside of working hours and thus they had affective approaches, they were in a psychologically better state and they had a chance to feel empathy and this was reflected in their performances at the institution. Their activities ensured that they spent more time together outside of work, and this was an important factor that increased the performances of the managers by ensuring that they got to know each other better, they had conversations on different issues concerning their institutions and they found different solutions to problems.

To conclude, although there is a relation, which can be counted as high, between the organizational commitment dimensions and the performance of the managers and personnel working in the provincial directorates of youth services, a set of measures should be taken in order to increase the low affective commitment dimensions. The managers of the institution should harmonize the goals and values of their organizations with the goals and values of the workers in order to increase the level of worker performance. Ability variance, task identity, task importance, independence in the task and feedback dimensions should be provided as fundamental dimensions of job undertaken by workers in order to increase worker performance. Another way of developing and increasing worker performance and organizational commitment is for management to place an emphasis on team work. The managers should firstly give importance to the factors that keep workers in the institution, in order to develop affective commitment, which is low according to the research findings. One factor is the organizational socialization process for new employees to adapt to the organization, and to try to make them feel part of the organization. During this process, activities such as tea parties can take place to enable beginners to meet with co-workers, they should be introduced to their new jobs and the equipment they will use, they should be shown other departments

and meet the people working there, they should be informed about the mission, vision and policies of the organization. The employees of the sports sector, which is important for the country, should work more effectively and productively in their institutions; thus they have should have maximum commitment to the organization. Providing quality sport for the country requires productive work from managers and all the personnel working in the provincial directorate of youth services, this is important since such institutions play a vital role in promoting sport to a large section of the population.

Considering the fact that worker commitment to the organization is an important factor for increasing the performance of the institution, it can be said that making the necessary changes and improvements that will deliver the commitment of the workers to their institution is important for enhanced productivity, and this in turn contributes so much to sports.

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