

There is really no way I can solve some of the problems I have.” This particular item explains and interprets that does the employee find any situation in which the employee feels less capacitated or incapacitated to resolve a particular problem in the organization.

Job Performance

There were 8 items adapted from the constructed developed by Liden, Robert C. (2000). In this measure the first things asked in the survey from the telecommunication employees was how much do they cooperate in the operation or the daily routine activities in the organization. This will prove that how much eager and willing the employees are to cooperate with the organization and other colleagues.

Organizational Environment

To measure the organizational performance 6 items were adapted from the constructs developed by Tourangeau, Ann, and Katherine McGilton (2004). Starting from, “People who work in this environment have shared goals.” Which means in order to measure organizational environment the first thing that needs to be known is that does the organization possess such an environment in which goals are shared. This will prove whether the organizations’ environment is friendly or toxic and do employees really like working in such an environment. Since it also explains the level of stress that could be catered if the goals are not shared and every individual is responsible for their own goals.

Organizational Commitment

Lastly, the constructs of organizational commitment were adapted from Ragu-Nathan, T.S., Moindeepa Tarafdar, and Bhanu S. Ragu-Nathan (2008) and 4 items were used to measure the organizational commitment. The first item being, “I would be happy to spend the rest of my career in this organization.” That explains the willingness and satisfaction of an employee to render all services and life towards one organization. This explains the level of commitment that an employee is ready to render.

Data Analysis Technique

The model that has been proposed in this paper has been tested by PLS algorithm. Furthermore, the model was subjected to covariance-based structural equation modelling (SEM) that shows and examines the exceptional understandings with respect to factorial data. The Smart PLS was Software was used for the analysis of SEM indices. The exceptional advantage of using this method is that it handles the real encounters in the nature of data such as the data noise, missing data and skewness.

RESULTS AND DATA ANALYSIS

Testing Measurement Model

Here in the table it has been proved that the model is acceptable with all figures of reliability to be greater than 0.7 for the purposes of confirmatory as it has been suggested by (Chin, 1998; Hock and Ringle, 2006). Now as for as the average variance is concerned is basically used to measure for convergent validity in PLS, and therefore should preferably be more than 0.5(Chin, 1998; Hock and Ringle, 2006). In this study if the average variance is more than 0.5 then this is a signal that the determinants are capacitated in translating and exemplifying at least partial the variance of their individual indicators.

Table I: Construct Reliability & Validity

	Cronbach's Alpha	Composite Reliability	Average Variance
JP	0.885	0.915	0.684
OC	0.842	0.902	0.708
OE	0.787	0.847	0.492
SE	0.667	0.785	0.551
WE	0.890	0.915	0.684

The table II and III show the correlation that is among the latent variables and also the path coefficients, correspondingly. On the other hand, in this table II verifies all the adequate values of discriminant validity. The table III elucidates the path coefficients are not only positive but significant too except for SE – OC and WE – OC. Therefore, a strong relationship was experienced. The relationship between JP – OC is confirmed by the path coefficient value of ($p < 0.010$). Similarly, JP – OE also significant as ($p < 0.05$), then OE -- OC also significant ($p < 0.05$). In the same way SE -- OE and WE – OE to be also significant by ($p < 0.05$).

Table II: Discriminant Validity

	JP	OC	OE	SE	WE
JP	0.827				
OC	0.835	0.841			
OE	0.844	0.939	0.701		
SE	0.723	0.750	0.811	0.742	
WE	0.539	0.451	0.517	0.737	0.827

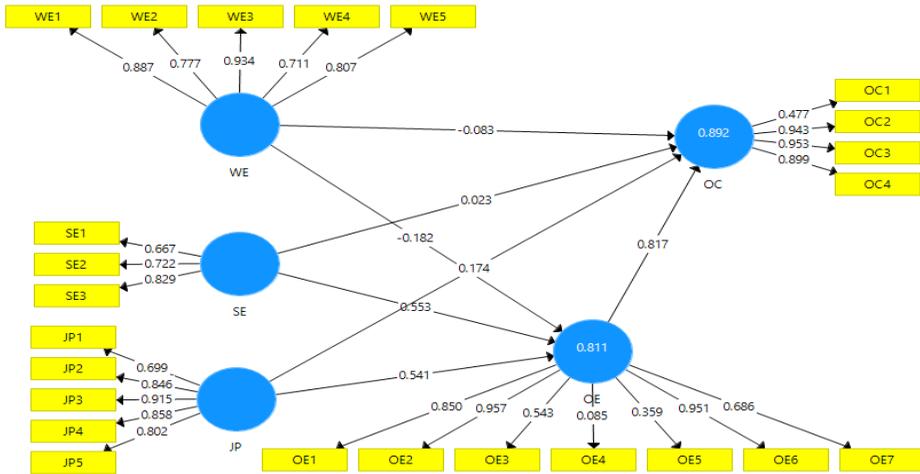
Table III: Path Coefficient

	P Values	
JP – OC	0.010	Supported
JP – OE	0.000	Supported
OE – OC	0.000	Supported
SE – OC	0.872	Not Supported
SE – OE	0.000	Supported
WE – OC	0.207	Not Supported
WE – OE	0.011	Supported

The Table IV clearly states and explains that the mediation effect was successful and it fully supports in the model. As seen in the table that the mediation of Organizational Environment between Job Performance and Organizational Commitment and Self-Efficacy and Organizational Commitment are (0.000) less than ($p < 0.01$) and the mediation of Organizational Environment between Work Engagement and Organizational Commitment is 0.015 that is less than ($p < 0.05$) that is also significant and supported.

Table IV: Specific Indirect Effects

	P Values	
JP – OE – OC	0.000	Supported
SE – OE – OC	0.000	Supported
WE – OE – OC	0.015	Supported



Testing Structural Model:

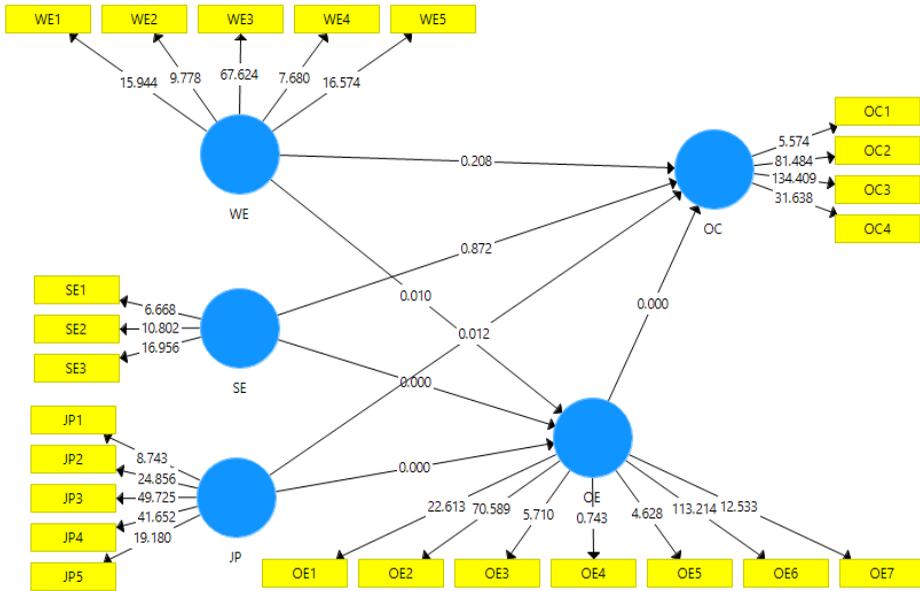


Table V: R Square

	R Square	R Square Adjusted
OC	0.892	0.888
OE	0.811	0.805

Table VI: Multiple Collinearity Inner VIF Values

	JP	OC	OE	SE	WE
JP		3.648			
OC					
OE		5.290			
SE		4.878	3.261		
WE		2.364	2.189		

DISCUSSION

The discriminant validity of Job performance is (0.827) and has been found to be less than the correlation value (0.835) between Job performance and Organizational commitment which is a minute difference. There can be a possibility that employees connect organizational performance with commitment purposes. Table III shows that Job performance directly impacts and influences organizational commitment. Out of 7, 5 hypotheses have been accepted. The path coefficients explain and illustrate the correlation between Job performance and organizational commitment that is highly accepted with $P < 0.05$. Which explains that the higher the job performance, the higher will be organizational commitment. In the same way job performance impacts on organizational environment is also supported. Which can be illustrated that if employees are rendering higher job performance then it will improve the organizational environment ($P < 0.01$). Furthermore, the correlation between Organizational environment and Organizational commitment is also positive being ($P < 0.01$). Then correspondingly, found that the work engagement has a positive impact on organizational environment and then similarly self-efficacy having a positive relation with organizational environment.

On the contrary, it can be examined from the results that there is no positive impact of work engagement and self-efficacy on organizational commitment. There are cases with respect to self-efficacy in which an employee may be very capable and capacitated but it has nothing to do with the commitment since if the employee finds a better opportunity may switch to another organization. On the other hand, again if an employee has the behavior, inclination and disposition in getting engaged towards his work that can be taken as an act of sincerity that the employee engages when there is a task or an activity to be accomplished in the form of goals. Therefore, even if such an employee finds a better opportunity may feel like switching to another organisation. The rest of the hypotheses were accepted and validates the reason for job commitment in an organization.

Limitations and Future directions

In this research only, the telecommunication sector was taken and so there are other sectors that can be investigated and analyzed. This is a cross sectional study and has not used any temporal effects. The replication of the study with respect to longitudinal data can authenticate the relationship between what has been tested and proposed. More diverse samples can further generalize our findings.

Conclusion

In today's world, organizational environment is a necessity. The reason behind is that nearly in every organization every employee is nearly satisfied with everything. But one single factor can disturb everything in the organization as far as the employees are concerned. The impact of self-efficacy, work engagement and job performance on

organizational commitment. It has been justified and discovered with results that organizational environment has a positive relation with organizational commitment. According to the justification of the results its suggested that the organizations should pay sincere attention towards the organizational environment if they want to have better organizational commitment from the employees. The organization must also invest on the environment of the organization where employees have to sit and work. The employees who have low organizational commitment are sometimes found to be just waiting for the right opportunity to leave their jobs. The researchers have investigated a lot of factors that affect employee's intention of turnover. This is how the organizations suffer the cost of talented people. The researchers also study the reason of deliberately leaving the organization. (Bluedorn, 1982). The organization must entertain the employees in a way that they should daily think of coming to their offices on time and would willingly spend more time than usual for better organizational performance that would render better organizational commitment.

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