

# Managers' Organizational Commitment and Effectiveness: Input to Business Operation

Florabel T. Tongol, Ph.D.<sup>1</sup> and Alan Y. Cabaluna, Ph.D.<sup>2</sup>

<sup>1</sup>Don Honorio Ventura State University, College of Business Studies, Bacolor, Pampanga, Philippines  
florabeltongolzach@gmail.com

<sup>2</sup>Don Honorio Ventura State University, College of Business Studies, Candaba Campus, Pampanga, Philippines  
cabalunaalan88@gmail.com

**Abstract:** *The purpose of this study was to address the central question, "How does managers' organizational commitment affect their performance in chosen food restaurants in Pampanga during fiscal year 2012?" The study employed a descriptive approach. The survey questionnaire was based on Meyer, Allen, and Smith's (1993) Organizational Commitment and Mott's Organizational Effectiveness (1972). The research surveyed twenty managers and forty employees from chosen food businesses in San Fernando, Pampanga. The mean, median, mode, weighted mean, frequency, and percentage for the demographic profile, organizational commitment, and managerial effectiveness, and Pearson Product Moment Correlation for evaluating the null hypothesis were utilized in the data analysis. The following were found: At general, company managers in chosen food restaurant businesses in Pampanga have an exceptionally high level of commitment to their jobs. This level of concentration may be linked to their passion for what they do and their enjoyment of their profession. The majority of managers at chosen restaurants in Pampanga are effective in their management of their businesses, and their attitude toward their job is exceptional, as seen by their work's quality and quantity, as well as their involvement with relevant work tasks. Additionally, there is a substantial correlation between the profile, organizational dedication, and performance of company managers in Pampanga's selected food establishments. The effectiveness of company managers was mirrored in their subordinates' high ratings. The following recommendations are made: A similar research should be done with the employer's assistance to ascertain the significance of their workers' commitment in terms of their efficacy. Seminars, workshops, and trainings focusing on work engagement and performance should be performed among managers to provide them with the necessary information and abilities to increase their organization's productivity. Business managers should actively engage in these skill-upgrading programs in cooperation with their superiors. Managers must pursue further education in order to improve their performance and assume greater responsibility inside their organization. Employers must assist managers with their research. Opportunities for development, improved remuneration, and incentives are critical for top management retention and performance improvement.*

**Keywords**—Managers' organizational commitment, Organizational effectiveness, Business operation

## INTRODUCTION

Effective managers are people who do many things for the improvement of their organization. The managers' aim is to be productive and in order to achieve this goal he/she must perform different managerial and non-managerial activities. Knowledge at work is also important to be effective. Some managers consider themselves as effective and committed in their work. The roles of managers are very important in every organization and if they are effective as the head, they are the most valuable assets in a business. Their task is planning, organizing, controlling or monitoring, directing, giving praises to motivate their employees are not easy task. Managers have the authority to give orders but their task is a never-ending responsibility and obligation. Managers are normally faced with various challenges that require them to remain competitive especially in uncertain circumstances. Greater uncertainty may result to higher stress that can cause dissatisfaction and some attitudinal and behavioral outcomes especially among staff at managerial level in business sectors (Samad, 2012). Managers play a significant role in the development, formulation, and execution of the

organization's long term as well as short term strategies that determine corporate success. (Bamel, 2011).

Managing is one of the most important human activities. From the time human beings began forming social organization to accomplish aims and objectives. (Olum, 2004). Organizational commitment has typically been viewed as the relative strength of an individual's identification with the involvement in an organization as well as his or her willingness to exert effort and remain in the organization (Walumbwa et.al, (2005) as cited in Yahchouchi, 2009 p. 4). Organizational commitment is the manager's psychological attachment to the organization or can mean something pledged by an organization as opposed to its members. Affective commitment refers to employees' perceptions of their emotional attachment to or identification with their organization (Williams, (2004) as cited in Marmaya et.al., 2011, p.1).

Commitment is a measure of employee's willingness to stay in the job in the future. It oftentimes reveals employee's belief in the mission and goals of the organization, willingness to spend effort in their accomplishment and intentions to

continue to stay working there. According to Dales (2003) the factors that influence employees' commitment are their work, professional growth and their self-concept. Hence, the commitment of an employee directly affects his work attitudes. Committed employees are rarely tardy or absent, are willing to work overtime and tend to perform excellently. A committed employee is more likely to have positive work attitudes manifested in his job performance.

Bhardwaj (2012) mentioned that any organization is meaningless without studying its effectiveness. Identifying the factors leading to organizational effectiveness is important especially while allocation of resources and optimizing organizational performance. The concept of organizational effectiveness is complex due to lack of consensus on its definition and its measurement. Different research scholars have defined and measured organizational effectiveness in different ways. Bhandwaj (2012) concluded that organizational effectiveness is a theoretical concept and impossible to measure. This fact was further supported by Campbell saying that organizational effectiveness cannot be defined operationally and difficult to measure. But the arguments of these scholars were contradicted by Cameron (1980) as cited in Bhandwaj (2012, p 1) to emphasize the importance in the study of organizational effectiveness for understanding and improving organizational performance. He proposed that organizational effectiveness is difficult to measure but some criteria like growth & development, absence of conflict and better services can predict effectiveness of an organization.

Brewer (2010) stressed that effectiveness can be explained in terms of what is achieved. It is about whether targets are met or not. Performing effectively means that the right work is being completed. Business Managers are responsible for making sure that this happens. If a team is working really hard but not delivering what is needed, then they are not effective. Effectiveness is measured by setting out clear objectives or goals before work starts and then evaluating whether the objectives have been met or not. Organizational effectiveness involves an assessment before instituting change. Determining the problems that interfere with effective operation is one assessment to perform. (Leadership Academy Article, 2011).

Most people have a hard time dealing with change. But, more than that, they lack specific behavior traits needed to adapt easily to difficult changing circumstances. An assessment instrument used by Right Management evaluates an individual's ability to effectively deal with change by analyzing a number of key traits—such factors as an ability to remain calm even in stressful situations and to reach mutually beneficial outcomes during a time of change (Saulnier, 2009).

The food restaurant managers are responsible for the daily operations of the company that prepare good service to the valued customers. Managers must ensure that customers are

satisfied with their dining experience. It is important to study the role of managers commitment in an organization to measure their effectiveness because this will help the food restaurant managers to guide them to become effective managers in an organization and to understand how people work and study organizational behaviors.

The researcher is interested to know and would want to investigate whether a food restaurant manager's level of organizational commitment will affect his or her effectiveness in the organization. The researcher has two reasons for choosing this study: (1) Plan to open a food restaurant business because of her husband's existing food catering business that will help her know and understand how people work in an organization; (2) Guide her students to become effective managers in the future.

### Statement of the Problem

The general problem of the study is: How does the organizational commitment of managers relate to their effectiveness in selected food restaurants in Pampanga during fiscal year 2012? Specifically, the study sought answers to the following questions:

1. What is the demographic profile of managers of selected food restaurants business in Pampanga in terms of:
  - 1.1 age;
  - 1.2 sex;
  - 1.3 civil status;
  - 1.4 educational attainment;
  - 1.5 length of service/experience;
  - 1.6 salary;
  - 1.7 fringe benefits/incentives; and
  - 1.8 employment status?
1. What is the level of organizational commitment of managers in selected food restaurants measured in terms of:
  - 2.1 attitudinal/value commitment/affective commitment; and
  - 2.2 behavioral/commitment to stay/continuance commitment?
2. What is the level of effectiveness of managers in selected food restaurants business in terms of:
  - 3.1 Productivity;
  - 3.2 Adaptability and Flexibility; and
  - 3.3 Quality?
3. Is there a significant relationship between the profile, organizational commitment and level of effectiveness of managers in selected food restaurants business in Pampanga?
4. Is there a significant difference between the perception of managers and employees to the level of effectiveness of managers in selected food restaurants business in Pampanga?

This study focused on the managers' organizational commitment and their effectiveness in terms of productivity, adaptability/flexibility, and quality. The study focused in the City of San Fernando, Pampanga and the research was conducted during the third and fourth quarters of 2012. The respondents included twenty managers and forty employees in the selected food business restaurants SM and Robinson San Fernando, Pampanga where these established businesses/companies exist. These ten (10) restaurants offer delicious dishes, located at SM and Robinson StarMills in the City of San Fernando, Pampanga.

The study was measured using Central tendency such as mean, median, mode, weighted mean, frequency and percentage for the demographic profile, organizational commitment and effectiveness of managers. Other statistical methods used were ANOVA and T- Test.

### **THEORETICAL FRAMEWORK**

To relate the problems of this research to theories, the researcher sought theories that in one way or another are related to the present study.

The New Effective Management Theory: A model of the future. Strong managing skills are the foundation of every business industry. The management team is considered the core of a business management model. They are the people that hold the business together and make sure it is successful. It takes a unique individual to successfully manage a business. To be a manager one must have technical, human, and conceptual skills. Management is classified as the act of planning, organizing, leading, and controlling the use of resources to accomplish performance goals. (Hill, 2006)

There are many different forms of management theories, and the definition of management has changed over time. Starting in the 1900's management became a key concern for many businesses worldwide. The father of scientific management is Frederick Taylor who wrote, "Principles of Scientific Management", in 1911 (Management History 1998). One theory of management starts with setting objectives, which is a specific step which enables you to accomplish a goal. Setting objectives can be a lengthy and continuous process. The next step is organizing the group so that it is suitable for the business purpose. Once the objectives are set, one must analyze the activities, decisions, and relationships needed to help the company succeed. Each objective is divided into manageable activities and jobs (Bobrow, (1988) as cited in Hill (2006, p. 1).

Motivating and communicating the objectives to the manager's employees is the next step in the traditional management model. Motivation depends on having clear objectives (Bruce, 2002). Welch, CEO of General Electric, said, "Most companies are filled with people who have no clue of the big picture - what the organization is really trying to accomplish - and because they don't feel that they or their

contributions are important, they do their job... and nothing more" (Kotelnikov, (2005) as cited in Hill (2006, p. 1). It is the manager's responsibility to motivate the employees and make sure the focal point of the employees is to achieve the companies' set objectives.

Measuring the performance of the employees and managers is important to provide feedback that will increase one's chance of achieving the goals of the company effectively and efficiently. The ultimate goal of a performance measurement system is to improve the performance of the organization. The data then will tell the organization where it is, how it is doing, and where it is going. Measuring the performance of employees and managers helps to develop people, and this is achieved by careful and planned delegation of responsibility. A manager is responsible for trusting and knowing his or her colleagues, as well as, an employee being able to trust his or her manager Kotelnikov, (2005) as cited in Hill (2006, p. 1).

Decentralization and delegation are the next step in the traditional management theory. At a certain point, there will become too many problems and duties in running a successful business, and it becomes evident that it cannot be done alone. In an increasingly complex business environment and with all the trends affecting business today, such as globalization, it is not possible for one person to control everything. One person alone cannot achieve everything a growing business needs to accomplish or at least not as quickly or as well as it needs to be done. Building a team or bringing other managers into an organization is necessary to survive the growing business economy.

The concept of decentralization is telling people what is to be done, and letting them achieve it in their own way. The leader of the management team should concentrate on his or her areas of expertise and other tasks should be delegated (Heller, (2003) as cited in Hill, 2006, page 1).

Delegation is the process that makes management easier and possible. It allows managers to get their tasks done through others. A manager should provide employees with the information they need to do the job and communicate with them by giving them clear guidelines on the goals that need to be accomplished. Lastly, by following this management theory, managers are developing a relationship with their employees that will create an enjoyable work environment. When the managers and employees are both working toward the same goal it will make the task seem less like work and more like an achievement (Hearn, (2004) as cited in Hill (2006, p. 1).

There is another theory of management, which includes much simpler steps than the traditional management theory. According to Schermerhorn, management consists of four functions. The first function is called planning which consists of setting objectives and deciding how the business is going to achieve them. The second function is organizing. This stage in the management process consists of arranging tasks, people

and resources to accomplish a goal. The third function is leading, which includes the inspiring of employees to work hard and achieve the corporation's set goals. The last function of the management process is controlling. This concept measures the performance of employees and makes sure that the desired results of the company are achieved.

The System's theory of Management as supported by Barnard (1982) can be referred to wherein he considered that an organization is a system, with embraced activities to attain a common goal. According to his theoretical formulation, the continuance of a successful organization depends upon the conditions which is the accomplishment of purposes is termed as effectiveness and the satisfaction or group motives which is in fact, efficiency.

The Model. The goal-based model of effectiveness. The goal-based approach proposes that a firm is effective when it accomplishes its own unique set of goals (Etzioni, (1960); Hall, (1972); Steers, (1975) as cited in Balduck, 2008, p. 5). This approach rejects the premises that an organizational effectiveness construct can be universally defined or measured in terms of a static set of measures. The problem with the goal-based approach to effective performance measurement is that the organization's stakeholders may have conflicting set of goals and objectives for an organization. Where management may be satisfied with a given level of performance, other critical stakeholders, such as owners, may not be satisfied. Whose goals are appropriate for assessing organizational effectiveness and performance?

Carton and Hofer (2006) both found statistically significant correlations between primary (information provided by management) and secondary (information retrieved from financial statements and other organization documents) measures of performance. However, in both cases their primary data were provided by only one group of stakeholders: management.

Steers (1977) advances a common argument supporting the goal model of evaluating organizational effectiveness. "The major advantage of the goal approach in evaluating effectiveness is that organizational success is measured against organizational intentions instead of against an investigator's value judgments.

The system model of performance. The system approach to measuring effective organizational performance considers multiple, generic performance measures (Yuchtman and Seashore, 1967). The system approach suggest that performance is multidimensional, and must be examined using a set of measures simultaneously, which are appropriate to the population and phenomenon of interest, to allow for comparison across organizations. As with the goal-based approach, this model of performance is criticized for failing to adequately account for differences between stakeholders'

group' perspective on performance (Ford and Shellenberg ,1982).

The systems model of organizational assessment does not necessarily disregard the organization's goal; instead, it considers them as only one of the potential criteria for measuring organizational effectiveness. While the goal-attainment approach to evaluating organizational effectiveness focuses on the outcomes or ends of an organization's activities, a systems approach attempts to include process activities or means as another dimension. A systems approach recognizes that an organization must acquire inputs and transform them into goods or services to satisfy each stakeholder's goal. This approach emphasizes the importance of creating a return, maintaining the organization as a social system, and the organization's interaction with its external environment (Robbins, 1990). In addition, the system approach considers the degree to which the input-output system is in balance and sustainable.

The systems approach in evaluating organizational effectiveness highlights the process an organization utilizes to achieve its purpose, not only the outcomes or impacts. This broader perspective recognizes not only what gets done, but how it gets done. In particular, the process component may also consider the legality, morality, and fidelity of the organization's activities (i.e., transformations of inputs to outputs)

The multiple constituency model of performance. In the multiple constituency view of organizational effectiveness, a firm's performance effectiveness is evaluated in the context of its ability to meet the objectives of stakeholders who provide resources to the organizations (Pfeffer and Salancik (1978). In relation to the study of Yuchtman and Seashore's (1967) 'systems resource' approach emphasizes the interest of those that supply vital resources such as the critical evaluative criteria. They argued that because stakeholders provide resources to the organization, they have an interest in how these resources are used. However, because different stakeholders provide different resources with differing utility to the organization, they can have different interest in how the firm is managed.

Model of effective managers. Hill (2007) stressed that the traditional concept in business was that managers were supposed to monitor, supervise, and control. As one can see, from the history section of this paper, the theories explained mainly involved planning, organizing, leading, and controlling. Managers are just trying to do what it takes to keep their bosses from taking action against them. They are meeting the minimum standards and qualifications it takes to keep the business running. The theories of the past did not consider the fact that employees need to be inspired. They need a person in management to look up to and feel that they are able to ask questions. Employees also need to believe in

their manager and not look to their manager as just someone who is telling them what to do.

These traditional ways of managing are no longer working. In the new knowledge-driven economy, employees have become a company's most influential and underutilized resource. They are the business's most powerful resource that can be used to achieve a competitive advantage over all other corporations. In today's fast-paced world, employees who are well managed and highly motivated are critical to the development and execution of strategies. It is not just about being a top-level manager anymore. In the new competitive business environment, it is the manager that can inspire and motivate employees to achieve company goals that matter the most over managers who just have high stature in the company. (Hill, 2006)

**Effectiveness of Managers.** (McCrimmon, 2007) An effective manager in organizations follows this same basic principle. It is not just about getting results. The "how" is also critical. Management effectiveness entails efficiency, which means reaching a destination with minimal cost. Managing widely diverse types of people, large amounts of money and working to tight time frames creates a great challenge for even the best managers. Leadership is different. It is about promoting new directions, not executing existing directions efficiently.

McCrimmon (2007) stressed that effective managers are excellent people managers. Just like the best sports coaches, the best manager knows how to motivate people, develop them and get the best out of everyone. Because today's knowledge workers want to feel valued and important, managers need to be less dictatorial and controlling than they were in the past. The skill of the best manager is to be able to strike the right balance between the demands of efficiency and the requirement to let people think for them.

Managers must do the right thing, not just get things right. Management is like investment. Managers have resources to invest: people, material, a budget. To obtain the greatest return on their investment, managers need to deploy their resources where they will achieve the best return. Doing the right thing is just as much a form of efficiency as doing things right because it entails making the best possible use of a set of resources. That is, you can implement a goal efficiently but you can also make the most value-adding choice of goals in relation to the potential of the resources at your disposal. (McCrimmon, 2007)

Barnel et. al, (2011) mentioned that effectiveness of executives is very important for the success of an organization in the contemporary business arena. Organizations need effective and competent managers to be able to reach their objectives efficiently and effectively. In fact, executives employ their competencies and enhance the economic value of raw resources to play a crucial role in the development and the execution of organizational operations and effectiveness

of the implemented strategies/policies (Analoui, 2007). Organization needs effective and skilled executives to facilitate corporate success in the long run. Moreover, managerial effectiveness is a key component, which enables effectual operations and delivery of complex initiatives (Analoui, 1999). In the words of Drucker (1999) an executive is expected to get the right things done and this is simply saying that he is expected to be effective.

Another important issue of managerial effectiveness is a need for multitasking. The importance of being able to devote small amounts of time to a variety of tasks was identified in the seminal work of Mintzberg (1973) as cited in Gabriel, 2008, p. 80). Over two decades later it is again shown that effective executives need to be able to simultaneously manage a multitude of relationships with individual and groups directly/indirectly affected by their actions. Independently Bolman and Deal (1991) as cited in Bamel et.al., 2011 p. 7), Contend that a manager who can tackle a broad range of everyday organizational problems will function more effectively. Effectiveness can be increased by tuning self-perception and expectations of interested groups and people. There are many attributes, which are the necessities of time and critical to delivering improved results, effective operations, and programs. They also claimed that impression management plays a critical role in managerial effectiveness. (Hacker & Washington (2003) as cited in Bamel et.al., 2011 p. 7).

**Theories on Organizational Commitment.** The Becker's 'Side-Bet' Model (1960), the first contemporary theory of organizational commitment was the "side-bet" theory put forth by Becker in 1960. The "side-bet" theory believed that "commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity" (Becker, 1960). He also concentrated on what he termed the "side-bet" theory, which attempted to explain the process by which employees attach themselves to organizations through investments such as time, effort, and reward. These investments, however, have costs, which reduce to some degree an employee's freedom in his or her future activity. Through investments, employees get locked into organizations because of costs associated with leaving the organization (e.g. pension plans, seniority, and firm specific knowledge). It is believed that (Becker, 1960):

Side-bets constraining behavior also comes into existence through the process of individual adjustment to social positions. A person may also alter his pattern of activity in the process of conforming to the requirements for one social position that he unfits himself for other positions he might have access to.

Becker's work was criticized in that the "side-bet" model only identified the behavior of the individual. Commitment was seen as an exchange between the individual and organization for certain rewards or payments (Mowday, Steers, and Porter, (1979). Research in organizational commitment began to be

distinguished as pertaining to either attitudinal commitment or behavioral commitment.

Attitudinal commitment research focused on the process by which people come to think about their relationship with the organization. In many ways it can be thought of as a mind set in which individuals consider the extent to which their own values and goals are congruent with those of the organization (Meyer & Allen, (1997). Similar to the study of Mowday, Porter, and Steers (1982) described attitudinal commitment as the extent to which an individual and the organizational goals are congruent.

“Behavioral commitment relates to the process by which individuals become locked into a certain organization and how they deal with this problem” (Meyer & Allen, 1997). The objective of behavioral commitment research was to discover the conditions in which individuals become committed to the organization.

The Mowday, Porter, Steers, and Boulian Model (1974). Mowday, Porter, Steers, and Boulian began to theorize about organizational commitment in both attitudinal and behavioral contexts. Mowday et al. (1982) described organizational commitment as the relative “strength of an individual’s identification with and involvement in a particular organization, which is characterized by belief in and acceptance of organizational goals and values, willingness to exert effort on behalf of the organization”.

Organizational commitment as defined by Mowday et al. (1982) has three major components: 1) a strong belief in and acceptance of the organization’s goal, 2) a willingness to exert considerable effort on behalf of the organization, and 3) a definite desire to maintain organizational membership. Building on Mowday and his colleagues’ organizational commitment theory, O’Reilly and Chatman reviewed individual psychological attachment to the organization.

The O’Reilly and Chatman Model (1986) they attempted to clarify the construct of organizational commitment. Commitment was defined as the psychological attachment felt by the individual for an organization, which reflects the degree to which the individual internalizes or adopts the characteristics or perspectives of the organization. There are three independent bases for psychological attachment: compliance, identification, and internalization. O’Reilly and Chatman (1986) described commitment as:

The basis for one’s psychological attachment to an organization may be predicted on three independent foundations: (a) compliance or instrumental involvement for specific, extrinsic rewards; (b) identification or involvement based on a desire for affiliation; and (c) internalization or involvement on congruence between individual and organizational values.

O’Reilly and Chatman (1986), believed compliance occurred when the attitudes and beliefs of an organization were adopted

by an individual to gain specific rewards. Identification occurred when an individual respects the beliefs and values of the organization without adopting them as their own. Internalization occurred when the attitudes and beliefs of an organization are the same as the individual. During the time O’Reilly and Chatman began their work on organizational commitment, Meyer and Allen also began their work on organizational commitment. Meyer and Allen’s model was conceptualized by the Becker model (cost attachment) and the Mowday, Porter, Steers, and Boulian model (affective attachment).

The Three-Component Model Meyer and Allen (1984, 1990), they first identified two dimensions of organizational commitment: affective attachment and cost attachment. After continued research, however, Meyer and Allen identified another dimension, which was obligation. The three distinct components of organizational commitment identified by Meyer and Allen, then, were affective orientation, cost-based orientation, and obligation or moral responsibility. Some of the common definitions within the affective orientation theme include “an attitude or an orientation toward the organization which links or attaches the identity of the person to the organization” (Sheldon, 1971) and “the relative strength of an individual’s identification with and involvement in a particular organization” (Mowday, Porter, and Steers, 1982). Some of the common definitions within the cost-based theme are “profit associated with continued participation and a cost associated with leaving” (Kanter, 1968) and “commitment comes into being when a person, by making a side-bet, links extraneous interest with a consistent line of activity” (Becker, 1960). Some of the common definitions within the obligation theme include “the totality of internalized normative pressures to act in a way which meets organizational goals and interest” and “the committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years”. From the three themes, Meyer and Allen identified the three components of organizational commitment as affective, continuance, and normative.

The role of a manager is very important in every organization on how they might give feedback that has the greatest motivational value. The relationship between organizational commitment and organizational effectiveness can be explained by stating the organizational behavior of the managers.

### Related Literature

In this part of the study, several literatures were organized to give important background to the study, to set the framework and justify the inclusion of the variables in the study.

**Effective Management.** Francis (2007) said that developing effective management skills to deal with specific challenges and problems of each organization is the urgent need of many

businesses and organizations in the global competitive environment, rapid changing of technology and environment. The new tendency of training and development of successful organizations over the world today is developing effective skills in dealing with specific challenge of their own organization to reach their own mission and objectives in the new organization that is characterized by networked, flat, flexible, diverse, global organization.

*“Effective Management Skills”* will help people and organization improves their own effectiveness and efficiency. Globalization and rapidly developing technology shows we are in a period of intense competition. Proper management is vital in these complex environments. The quality of manager and effective management styles can determine the culture of the organization, the productivity of its staff, and, ultimately, success or failure. A manager should have the ability to direct, supervise, encourage, inspire, and co-ordinate, and in doing so facilitate action and guide change. Managers develop their own leadership qualities and those of others. Management utilizes planning, organizational and communications skills. These skills are important in leadership also, but even more so are qualities such as integrity, honesty, courage, commitment, sincerity, passion, determination, compassion and sensitivity. (Francis, 2007). In addition to this, he stressed that to be an effective manager they must know their self, their strengths and weaknesses, and those of the people around them. They must know their objectives and have a plan of how to achieve them. They must build a team of people that share their commitment to achieve those objectives, and they must help each team member to achieve their best which will be able to attain a common goal.

**Productivity.** According to Mott (1972), the construct of productivity is couched in the tradition of bureaucratic theory. It assumes that the arrangement of roles, responsibilities, power, authority, and other devices of routinized formal organizational structure are related to productivity: quantity, quality and efficiency.

**Productivity** is basic to organizational effectiveness. Productivity is defined by Amah (2006) as “the measure of how efficiently and effectively resources (inputs) are brought together and utilized for the production of goods and services (outputs) of the quality needed by society in the long term”. This implies that productivity is combination of performance and economic use of resources. High productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. Productivity balances the efforts between different economic, social, technical and environmental objectives. In addition to this, High productivity provides more profit for investors and promotes the development of the enterprise. Productivity measurement indicates areas for possible improvements and shows how well improvement efforts are fairing. It helps in the analysis of efficiency and effectiveness. It can stimulate improvement and motivate employees (Prokopenko, 1987)

Amah (2012) said that Productivity is related to the concept of efficiency. While productivity is the amount of output produced relative to the amount of resources (time and money) that go into the production, efficiency is the value of output relative to the cost of inputs used. Productivity is expressed in terms of cost for a unit of production; “units produced per employee” or “resource cost per employee”. Productivity improves, when the quantity of output increases relative to the quantity of input. Efficiency improves, when the cost of inputs used is reduced relative to the value of output. Efficiency refers to the accomplishment of goals with minimum resources or waste. It includes measures such as time minimization, cost minimization and waste minimization. Speed and time are important resources, organizations seek to maximize speed and minimize time.

Managers play an important role in productivity because they oversee employee’s activities. These managers are held accountable for getting employees in the organization to achieve their portion of the organization's objectives. With different strategies that motivate workers to maintain high performance and productivity, managers achieve great results. Heightened productivity helps an organization keep operating costs down and maximize profits. (Bianca, 1999)

Bernardin (1998) assert that productivity is the major correlate of a nation’s standard of living and the best measure of economic performance. History shows a nation that is the productivity leader eventually becomes the dominant world leader-economically, militarily and politically.

*Productivity*, at the organization level, may be considered a measure of how well the company satisfies the customers' utility. Therefore, productivity measurement shows how well a company is doing. This does not, however, tell anything about why the company is performing the way it is. To discover why, productivity must first be examined at lower levels such as the work group, which are best suited for using productivity measures as an indication of change (Rittenhouse, 1992).

Abdulla (2000) states that high productivity is a hallmark of excellence attained by making the best use of the talents and skills possessed by the employee within the organization. It basically involves the right employment of such capabilities. High productivity means doing a piece of work in the shortest period of possible time incurring the least expenditure on inputs, without compromising on quality or workmanship, with a minimal wastage of resources that are used in the most cost-effective manner.

Knowledge work is the area that offers the greatest opportunities to increase productivity. In the past, the production line received a lot of attention because it was relatively easy to analyze and measure. On the other hand, management does not clearly understand what goes on in white-collar work areas, or how to match white-collar personnel needs to future business needs (Drucker, 1999).

The goal or aim of all managers is that they must be productive. Indeed, government, and the private sector recognize the urgent need for productivity improvement. Productivity improvement is about effectively performing the basic managerial and non-managerial activities. Simply defined, productivity is about the output-input ratio within a time period with due consideration for equality. Productivity implies effectiveness and efficiency in individual and organizational performance. Effectiveness is the achievement of objectives. Efficiency is the achievement of the ends with the least number of resources. Managers cannot know whether they are productive unless they first know their goals and those of the organization. (Olum, 2004)

*Adaptability and Flexibility.* Buch, (2009) cited that manager need to create an adaptive environment in order to be ready for the challenges in every organization. Adaptability is an intentional way of being in order to embrace change. It is a state of readiness to be able to perform, the lens that permits or facilitates achievement or accomplishment. Adaptability is having the ability to change or be changed to fit altered circumstances. It is being flexible about change when everyone else wants to hold on to the past. It is important for managers to be adaptable on a day-to-day basis and for them to help others adapt.

Drew (2008) mentioned that there are notable characteristics of highly adaptable managers. These include (1) highly adaptable managers react and respond exceptionally well to unforeseen change, often energized by it; (2) adaptable managers often are excellent mentors for new employees because they can easily accommodate the schedule changes necessary to guide or help orient another into a new position; (3) Adaptive managers do best on short-term projects that require their immediate, focus attention; (4) Adaptive managers are great at encouraging others when a new process or procedure is implemented; and (5) Adaptive managers find creative ways to get the job done with little cost to the bottom line or department morale when an employee is out for an extended period.

Adaptability is the degree to which an organization has the ability to alter behavior, structures; and systems in order to survive in the wake of the environmental change (Denison, 2007). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty. Environmental uncertainty represents an important contingency for organization structure and internal behaviours (Denison, 2007). Organizations need to have the right fit between internal structure and the external environment.

He also identified three aspects of adaptability that impact an organization's effectiveness. These include first, ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. Second is the ability to respond to internal customers, regardless of their department or function. Third is the capacity to restructure and re-institutionalize a set of behaviors and processes that allow the organization to adapt. Without the ability to implement adaptive response, an organization cannot be effective (Denison, 2007). Adaptability has been proposed by Hall (2002) as a career meta-competency, which along with personal identity forms the core of a protean career. It is, as its core, the capacity to change, including both the competence and the motivation to do so (Hill, 2002).

*Adaptability* is a personal quality that is important in handling ambiguity, dealing with uncertainty and stress, and in working outside traditional temporal and Geographic's boundaries (Barney, 2000).

One might argue that adaptability is an innate part of individual's personalities. Some careers research has followed this approach, seeing adaptability as a relatively inflexible disposition (Metz, 2004). At the same time, specific advice has been offered on how individuals might increase their personal adaptability (Heslin, (2005) as cited in Barney, 2000, p. 7).

An organization must learn so that it can adapt to changing environment (Lee, 1999). Given the ever-accelerating rate of global scale change, the more critical learning and adaptation become too organization relevance, success and ultimate survival. Managers must encourage their employees to share and develop their knowledge bases with each other to improve performance. Personal relationships are very important for the meaning full internal transfer of information that will enable the organization to adapt to changes in the environment. Davis and Nutley (2000) gave two reasons why organizations seek enhanced learning. First, because of the desire to maintain flexibility and competence in the face of rapid change and profound uncertainty, in their environment. Second, because of the need to improve their capacity to innovate and compete. Adapting an idea must be rewarded along its initial creation. To achieve adaptability, the organization needs to deliberately align its organizational dimensions: vision, strategy, leadership, culture, structure and processes to facilitate organizational learning.

Mott (1972) defined adaptability as involving changes in organizational routine in response to environmental change. He considered adaptability to be both symbolic and behavioral; that is; the plan to change and the change itself. He also cited that flexibility, in contrast to adaptation, involves temporary responses to unpredictable changes in the environment—for example dealing with emergencies. Flexible actions are coping strategies rather than lasting changes in organizational processes.



It has often been defined as the ability of a system to respond effectively to changing circumstances. This broad definition, used at least implicitly in some literature, does not contribute to the task of making the concept more operational. The rather narrow definitions used in most of the literature, where flexibility is usually associated only with the scope of the product line, do not contribute to operationalizing the concept either (Suarez, et. al., 1991).

Although some foundation work related flexibility was done several decades ago, the literature dealing specifically with flexibility is rather new. For most country, economies of scale and division of labor were the chief concerns of scholars and managers interested in industrial competitiveness.

The literature on flexibility can be divided into major streams: empirical studies and analytical model. The empirical stream addresses issues such as why is flexibility important today, and what are the characteristics of flexible manufacturing systems and organizations as compared to more rigid (“mass-production”) regimes. The analytical model’s literature has essentially provided a set of models that try to capture, usually in rather restrictive settings. The conditions under which flexibility may be valuable, and the relationship between flexibility and other policies such as inventory levels.

*Quality.* The quality thinking represented by the awards is usually referred to as total quality management, TQM. The awards are the closest we have come so far to an empirically-based, general quality theory. They embrace internal, technology-related quality dimensions as well as external, customer-related dimensions. They include both goods and services and some of them include both private for-profit corporations, and not-for-profit government and voluntary organizations.

A systematic approach to quality management in goods manufacturing started to develop in the 1920s by people in operations management, systematic approaches in service quality lingered until the 1980s and came from marketers. Although goods and services always appear in some kind of dependency in a customer offering, the understanding of the similarities and differences between goods and services is rarely found among the same people. There is need for “holistic quality” embracing simultaneous consideration of services and goods quality dimensions, as well as quality dimensions of computer software (Gummesson, 1998).

There is usually an assumed causal connection between customer perceived quality and profitability. This connection is supported by evidence from the PIMS research programme and the studies between the connection between profits and customer loyalty. (Gummerson, 1998). In addition to this, he outlined the basic steps in managing a transition to a new system such as TQM: identifying tasks to be done, creating necessary management structures, developing strategies for

building commitment, designing mechanisms to communicate the change, and assigning resources.

Task identification would include a study of present conditions (assessing current reality, as described above); assessing readiness, such as through a force field analysis; creating a model of the desired state, in this case, implementation of TQM; announcing the change goals to the organization; and assigning responsibilities and resources. This final step would include securing outside consultation and training and assigning someone within the organization to oversee the effort. This should be a responsibility of top management. In fact, the next step, designing transition management structures, is also a responsibility of top management and management must be heavily involved as leaders rather than relying on a separate staff person or function to shepherd the effort. An organization wide steering committee to oversee the effort may be appropriate. Developing commitment strategies was discussed above in the sections on resistance and on visionary leadership. (Gummerson, 1998).

To communicate the change, mechanisms beyond existing processes will need to be developed. Special all-staff meetings attended by executives, sometimes designed as input or dialog sessions, may be used to kick off the process, and TQM newsletters may be an effective ongoing communication tool to keep employees aware of activities and accomplishments.

The role of a quality manager is to ensure that all the company’s products and services meet the customers’ expectations. He or she is said to make an impact when the products produced and the services offered are of superior quality, and, are consistently reliable. The quality manager can also be referred as quality assurance manager or quality control manager.

### **Organizational Commitment of the Manager**

In this study commitment is used as an explanatory concept. Therefore, the conceptualization of commitment will be viewed in a way that we can distinguish it from related constructs, like motives and attitudes. Commitment is more than a state of mind that exists when an individual experiences a positive exchange relationship with some entity; it contributes to our understanding of organizational behavior (Jamaludin, 2011).

Although job satisfaction has received the most attention of all work-related attitudes, organizational commitment has become increasingly recognized in the organizational behavior literature. Whereas satisfaction is mainly concerned with the employee’s attitude toward the job and commitment is at level of the organization, a strong relationship between job satisfaction and organizational commitment has been found over the years. (Luthans et. al, 2005).

According to Johnson (2006) organizational commitment is when a member of a certain group identifies himself with the group and is willing to work intensely on its behalf. In these cases, an organizationally committed person takes a large part of his personal identity from the group and has positive associations with it. This is not the same as organizational identification or motivation, but is much broader than both. Commitment can be specifically seen as a broader concept of self-definition.

Aganon (1998) supported the idea that the prime factor for job commitment is good compensation. One factor that helps attain the commitment of the employee, which has an effect on their work efficiency, and effectiveness, is the monetary reward. It cannot be helped but pragmatically speaking the needs of the employee and of his immediate family warrants that he gets a compensation that answers or more than answers his needs. When his compensation is sufficient, he has lesser outside concerns to attend to.

In the fields of Organizational behavior, commitment is, in general sense, the employee's psychological attachment to the organization and the organizational objectives. It can be contrasted with other work-related attitudes, such as job satisfaction, defined as employee's feelings about their job and organizational identification, defined as the degree to which an employee experiences a sense of oneness with their organization.

Organizational Commitment is generally defined as loyalty to an organization, identification with an organization (i.e., pride in an organization and internalization of the goals of an organization), and a desire for involvement in an organization (i.e., the willingness to make a personal effort for the sake of an organization) (Lambert, (2004).

Organizational Commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between Job commitment and work attitudes and behaviors in the workplace. (Porter et al.,1976)

Thirty years ago, employee commitment was discussed as loyalty; this was viewed as an employee's attachment to an organization. This attachment was connected to more specific behaviors such as supporting an organization and the individuals within it and practicing good citizenship. Such attachment was thought to be evident when an employee passed on an attractive position with another organization, or simply remained with one organization for some length of time. Recently the definitions of loyalty have center on employees not harming their colleagues or the firm that employs them. This is an implicit promise not to bring harm to the other, and the importance of ethical behavior and trust in discussions (Coughlan, 2005).

Loyalty and commitment have a great deal in common; although there are many relevant distinctions. For example, whereas commitment is more likely to have a strong connection to employee turnover, loyalty might be more

strongly related to the likelihood of whistle-blowing or organizational citizenship behaviors. The concept of commitment, described as the psychological attachment of workers to their organizations. They also suggested that commitment involved one or more of three distinct processes: compliance, identification and internalization. The last of these reflects the acceptance of influence by another individual because of a perceived similarity in values (Coughlan 2005).

Commitment of employees to their organization is often measured in sickness rates. It is generally accepted that a high rate of absenteeism is an indicator of low morale and commitment. Although there are many other factors that can lead to a high sickness level, all should be considered when assessing employee commitment. Within sickness the main indicator is employees who take the odd day off, but builds into a pattern. This can be monitored and controlled through the HR function. Organizations can reward good attendance through bonuses and extrinsic rewards, and interview employees on their return to work, to discover if there is an underlying cause (Beardwell, et al (2004) as cited in Coughlan (2005, p. 15).

Experts have identified some behavioral characteristics of committed employee. Committed employees will work hard to complete the task, even if it means working overtime (Moorhead and Griffin, Organizational Behavior, 1998). A committed manager is willing to work beyond the required number of hours usually 8 hours in a day to finish a job or to make sure that the requirements for the day and the day after are in place.

Khan (1999) said that committed employees are action-oriented and know the extent of their discretion and authority. A committed business manager is not a slave of mechanical work because she is able to use her discretion to make decisions that are needed in the course of the work. She is able to prioritize which tasks are more urgent and important with minimal or no supervision at all. Steers and Porter (1987) stated that committed employees require less supervision. She is the key to the successful implementation of the organization objectives/goals. Furthermore, she is seldom or never absent because she realizes the importance of her physical presence in the work place. She is highly committed to the job that she has.

Zeffane and Al Zarooni (2012) regard employee commitment to be at the center of a web made up of behaviors and attitudes. According to these authors, commitment refers to the person's loyalty and intent to stay with the employer on the basis of a sense of duty and responsibility, and this extends beyond a purely personal interest in employment. According to Meyer and Allen (1991), the concept of commitment is multi-dimensional and organizational commitment reflects at least three general themes: affective attachment to the organization,

the perceived costs associated with leaving the organization and the obligation to remain with it.

Nelson and Quick (1997) as cited in Nasr (2012, p. 10) also said that committed employees are more likely to help co-workers, make positive comments about the company, and refrain from complaining when things at work do not go well. A committed manager is helpful and is a good team player. She understands her role in the organization and understands that for her to be truly successful she has to work with and for the people around her. She is not one to bicker or complain about problems because she works on the problem and not dwell on it. She is positive about her work and about the people she works with and for.

Characterized committed employees are those who make positive contributions to the organizational health and success and are most likely to stay in the organization longer. This springs from their ability to understand their role in the organization and in the achievement of the organization's goals.

Buchanan (1998) also noted that committed employees are most likely to seek and accept assigned work and they accept responsibility without need of frequent scrutiny. Because a committed business manager is an intrinsically motivated, she accepts work without hesitation. She is able to work with minimal supervision or scrutiny. Furthermore, Steers and Porter (1987) said that a committed employee perceives the value and importance of integrating individual and organizational goals. This means that she understands her role in the achievement of the organization's goals and owns the goals as her own such that the organization's success becomes her success as well.

Tella (2007) noted that committed employees if left alone would work hard for intrinsic satisfaction of job well done. A committed business manager is intrinsically motivated to succeed at what she does. She does not need extrinsic stimulants for her to work well.

Tella (2007) also noted that a committed business manager rarely quit her/his job over salary or benefits. This is because she is intrinsically motivated to succeed at what she does. A committed business manager does not and will not quit over what she is making out of her job. She would work well because she is committed to what she does. A committed business manager is responsible and participative in all undertakings of the organization.

Martinez (1999) defined commitment among business manager as attachment and loyalty. They said that commitment means that business manager identifies with the goals and values of the organization. This also means that there should be a desire to belong to the organization and a willingness to display effort on behalf of the organization.

Job commitment is an Attitude. Before reviewing job involvement and its correlates, it is appropriate to discuss its

nature and definition. A detailed study of literature indicates that Job commitment is an attitude.

A Business Manager's job commitment is conceptualized by Scholl (2000) as to their identification, involvement and loyalty to the company. Identification with the company is the extent of a business manager's belief and acceptance of the company's goals and values. When a business manager identifies with the company, it means that he owns the very things the company stands for: its goals and objectives.

A business manager's involvement translates to his willingness to exert effort on behalf of the company. This means working beyond the standard number of hours and doing more than what his job specifications include. This also means that s/he is willing to do much more than what his/her job actually requires.

On the other hand, loyalty is reflected in the business manager's strong desires or intentions to keep his membership in the company. This means that s/he is willing to grow old with the organization. It also means that the business manager is willing to make the most out of what is given to him/her.

Lloyd (2001) theorizes that commitment closely affect the work attitudes of the business managers as shown in their quality of work, quantity of work, cooperation and attendance. Lloyd also postulated that personnel's quality and quantity of work as well as her/his cooperation and attendance in her/his work reflect her/his work attitudes. She believes that attitudes are good indications of behaviors. Attitudes provide clues to an employee intentions or inclinations to act in a certain way.

Mowday et al. (1982) define commitment on both affective and continuance perspective which portrays a highly committed individual as one who has: (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. In addition to this, they view commitment as a psychological state that firstly characterizes the individual's relationship with organization and secondly has implications for the decision to continue or discontinue membership in organization. Building on these viewpoints, it is reasonable to hypothesize that there must be a significant relationship between organizational commitment and behavioral outcomes such as job performance.

**Attitudinal commitment.** It is a work-related attitude with positive feelings towards the organization Sheldon (1971). He also maintains that this type of attitude is an orientation towards the organization, which links or attaches the identity of the person to the organization. Attitudinal commitment is the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al, 1982).

Theories seem to contend that attitudinal factor such as employee's organizational commitment is closely related with job performance. However, the findings of past research have been inconclusive. On a study of the relationship between commitment and work outcomes among managers, Meyer et al. (1997) found that the direction of the relationship was based on the type of the commitment. Meyer and Allen's (1997) study found a positive relationship between affective commitment and job performance and a negative relationship between continuance commitment and job performance. This finding indicates that although the relationship between commitment and job performance was established, but the direction of the relationship varied as a function of the nature of the commitment.

Understanding, predicting, and improving employee behaviors are major aspects of a manager's job. Managers often try to influence work-related attitudes in order to create behavioral changes, relying on moderating variables such as the importance of the attitude, its specificity, its accessibility, whether social pressures exist between attitudes, and whether employees have direct experience with the attitude to impact what employees behaviorally do.

This attitude-behavior relationship asserts that attitudes significantly predict future behavior by taking the previously mentioned moderating variables into account. To actually implement their decisions to influence employee attitudes, managers often enact various organizational and personal influence tactics. Most, if not all of these decisions are made under uncertainty and the effectiveness of some of these decisions remains questionable even after implementation.

An alternative to the previously-mentioned active engagement process is the use of sensitivity analysis in which the user is allowed to play "what if," simulated games with a model to better understand the model's relationships and inherent trade-offs. Carton (2000).

Job involvement and attitudinal commitment have each received attention as work-related attitudes and subsequent predictors of work-related outcomes such as intentions to leave an organization (Hafer, 2006), professional commitment and ethical behaviour, psychological ownership for the organization and performance, lower role conflict and role ambiguity, and an employee's readiness for change. Organizational commitment has widely been defined as identification and involvement with the organization via believing in the organization's values and goals, exerting effort on behalf of the organization, and desiring to remain with the organization. Meyer and Allen (1997) presented evidence suggesting commitment consists of affective commitment, continuance commitment, and normative commitment. In essence, affective commitment is similar to Mowday et al.'s (1979) original construct. Attitudinal

commitment represents the type of commitment utilized in the Blau and Boal (1987) model.

Job involvement is how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled. Having low job involvement contributes to employees' feelings of alienation of purpose, alienation in the organization or feeling of separation between what the employees see as their "life" and the job they do. Work alienation and job involvement are correlated with one another (Hafer, 2006)

According to this view Organizational Commitment is a bond between an individual and the Organization. If the bond reflects an individual's identification, it is referred to as attitudinal commitment. This view is represented in the definition of Mowday et. al. (1982), Allen and Meyer conceptualize attitudinal commitment as a psychological state that reflects employee's relationship with the Organization.

The research on attitudinal commitment has traditionally been closely related to discovering the antecedent factors or conditions that contribute to the development of commitment and the behavioral consequences of such commitment. (Meyer & Allen, 1997) Behavioral commitment It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization. Meyer and Allen (1997) further state that "employees whose primary link to the organization is based on Behavioral/continuance commitment remain because they need to do so". This indicates the difference between continuance and affective commitment. The latter entails that individual's stay in the organization because they want to.

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

The strength of behavioral or continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization (Meyer & Allen, 1997). It indicates that "continuance organizational commitment will therefore be the strongest when availability of alternatives is few and the number of investments is high". This argument supports the view that when given better alternatives, employees may leave the organization.

The need to stay is "profit" associated with continued participation and termination of service is a "cost" associated with leaving. Tetrick (1995) support the profit notion by describing the concept continuance organizational commitment as "an exchange framework, whereby performance and loyalty are offered in return for material

benefits and rewards". Therefore, in order to retain employees who are continuance committed, the organization needs to give more attention and recognition to those elements that boost the manager's morale to be affectively committed.

The behavioral perspective focuses on 'Overt' manifestations of commitment (Mowday et. al., 1979). Examples of such commitment are extra attendance, tenure and performance. In this type of commitment committed behavior is distinguished from normative or general expectations, in the sense that it goes beyond such expectations. It reflects willingness to involve in extra role behavior for benefits of Organization as a whole while performing assigned roles fully and willingness to make sacrifice for Organization (Bhagatwar, 1989). According to Salancik (1977) an individual becomes bound by his actions and through these actions he tries to sustain his own involvement.

Behavioral commitment research has mostly been concerned with identifying the conditions under which a behavioral pattern tends to be repeated, as well as with the effects of such behavior on attitude change (Meyer & Allen, 1991)

Based in the above mentioned, being an effective manager must adapt new challenges and can easily solve difficult problems to become competitive in their organization. The aim or goal of all managers in business sector is to be productive. Productivity is next to effectiveness and efficiency of an individual, Adaptability & Flexibility is having the ability to change especially in technological changes for the improvement of the organization. The role of quality manager is to serve quality products and quality service to satisfy the needs and wants of customers. Organizational commitment has an important place in the study of Organizational behavior.

#### Related Studies

The following studies focused on the organizational commitment and the effectiveness of managers that will provide insights on the subject matter of this research.

Effectiveness of Business Managers. A similar study conducted by Mishra (2005) was not intended to evaluate effectiveness of any particular organization. Thus, it was not necessary to collect data from any particular organization. Initially it was decided to have a sample of about two hundred managers and executives from different organizations, enough to be called a large sample. Effort was launched in the same direction; however, the target could not be completed for various reasons. Data were collected are of a large number, but several of the forms had to be rejected, as they were incomplete in various ways. Almost a little above hundred had not given any information on demographic available, which itself is a reflection on

Organizational Effectiveness however they were not eliminated from the sample, because it was not intended to study the effect of demographic variables on Organizational effectiveness. There were a number of respondents who either

did not answer some of the sections or eliminated some items from a particular section or multiple sections. As a result, such respondents had to be deleted from the final sample. At the end final sample consisted of 33 managers and executives, whose forms were complete in all aspects. The managers and executives were drawn from middle and lower management levels. Average age of respondents was 38 years with a S.D. of 9.345. Their average salary was Rs. 256495 per annum. There were only two in the total sample who had remained with same Organization right from the beginning of their career. Number of the Organizations changed averaged 2.115. Average length of service was 12.5 years

These results suggest that, among the quality managers, commitment to the organization was affected by personal interaction, job attributes, and work experiences. The most important influence on the extent of managerial commitment was the nature of their prior experiences. Quality managers who felt committed to their organization were significantly less likely to want to leave the organization than their counterpart who did not feel committed to same extent, In addition, committed quality managers attended work much more regularly than did their less committed counterparts, however there was no difference between the level of performance of quality managers who felt committed to their organization and those who did not as reflected in the performance ratings each manager received from his or her immediate superior. A combined interpretation of these finding leads us to believe that in the eyes of employees they do a lot for their organization and they also have emotional involvement in their organization. However, their management has very little involvement in their growth and development. As a result there is no reason why they should be willing to make sacrifice for their organization and continue with their organization. This sounds quite logical, particularly for the managements who hold the view that no one is indispensable to the organization, or men may come and men may go, organizations continue.

The work done by Bamel, Rangnekar and Rastogi (2011) a study on Managerial effectiveness in Indian Organizations: Reexamining an instrument in an Indian Context. This study contributes to understanding the managerial effectiveness perception of executives in Indian Organizations by assessing and validating the related constructs, which have been developed and standardized outside India. The results of the study provide a comprehensive and fresh in-depth view of managerial effectiveness in selected Indian organizations as the results of the present study are somewhat different from those gained with the original scale. An important finding of the study is reassembling of the variables/items of the original scale with the significant alpha value and correlation pattern for perception of managerial effectiveness. These observations provide the foundation for human resource management policy and practices in contemporary Indian organizations.

Balduck (2008) conducted a study entitled "A Two-Level Competing Values Approach to Measure Nonprofit Organizational Effectiveness". This study of organizational effectiveness in profit organizations is complex and muddled, studying the construct in nonprofit organizations may be even more troublesome due to their distinctive nature. This study contributes to the literature by presenting a Two-level competing values approach to measure nonprofit organizational effectiveness. The framework is constituted of two levels of analysis, management and program, which are proposed in the model of Sowa and colleagues (2004). Moreover, the framework also captures the Competing Values Approach of Quinn and Rohrbaugh (1983).

A similar study conducted by Bhardwaj (2012) entitled "Superior-Subordinate's Reciprocated Confidence in Capability and Organizational Effectiveness: A Relationship Study". This study is focuses on the assessment of the confidence that subordinate have on their superiors and superiors have on their subordinates. The effectiveness of the banking sector and impact of superior—subordinates' mutual trust and confidence on the effectiveness has been identified. It was observed that superior's trust on subordinate's trust on leaders play an important role in predicting organizational effectiveness.

Employee commitment was measured by the 15-item Organizational Commitment Questionnaire (OCQ) (Porter et al., 1974), which has demonstrated good psychometric properties and has been used with a wide range of job categories (Mowday, Steers, and Porter, 1979). In the present study, Cronbach's alpha was .90. Two subscales were also created, based on the results of a factor analysis: value commitment ( $\alpha=.89$ ) and commitment to stay ( $\alpha=.72$ ), which appear to differentiate between the respondents' commitment to support the goals of the organization and their commitment to retain their organizational membership.

Organizational Commitment of Managers. Samad (2011) conducted a study entitled "Effects of Job Satisfaction on Organizational Commitment and Job Performance Relationship: A Case of Managers in Malaysia's Manufacturing Companies". The study examined the relationship between organizational commitment and job performance. Consequently, the study determined the effect of job satisfaction on the relationship between organizational commitment and job performance. A self-administered questionnaire was employed and distributed among senior and middle management staff of manufacturing sector specifically in electrical and electronic companies in Malaysia. 292 samples were randomly selected in the study.

The obtained data were analyzed based on the descriptive and inferential statistics using Statistical Packages for Social Sciences (SPSS) version 16. The results revealed that there was a positive relationship between organizational

commitment and job performance. The hierarchical analysis found that job satisfaction (both the hygiene and motivator factors) played moderating role on the relationship between organizational commitment and job performance. The findings of the study implied that the managers of Malaysia's manufacturing companies who are committed to their organization are likely to perform better in their jobs if the level of satisfaction both on hygiene and motivator factors they received were improved.

Cokluk (2010) conducted a study entitled "The Relationship between Leadership Behavior and Organizational Commitment in Turkish Primary Schools". This study focuses on the relationship between teachers' organizational commitment and school administrators' leadership behavior. In the survey model study, answers to the given questions were searched. The data were collected through a scale returned by a sample of 200 teachers in Turkish primary schools. The data were gathered by using "Leadership Behavior Scale" and "Organizational Commitment Scale". The study also attempted to determine the relationship between leadership behavior and organizational commitment.

There was a moderate positive relationship between the teachers' perceptions about organizational commitment and supportive leadership behavior of school administrators. There was a moderate negative relationship between organizational commitment and directive leadership behavior of school administrators. Significant relationships were also determined between sub-dimensions of organizational commitment and directive leadership behavior of school administrators.

A similar study conducted by Baksh, (2010) entitled "Organizational commitment of Managerial Employees: A Unified Theory and Antecedents". The situation and the apparent need to focus on those organizational factors that function as antecedents of managerial commitment to organizations provided the impetus for the study. In keeping with the above purpose, this study has developed a comprehensive unified theory of organizational commitment that was tested using structural equation modeling.

The study showed that the theory of organizational commitment is based on six separate parent theories, including attitudes, psychological ownership, psychological contract, values, certain aspects of the three-component model of Meyer and Allen (1997), and social exchange, which makes it a multi-disciplinary theory. The theories of attitudes and psychological ownership constitute the psychological ingredient of the affection employee's manifest to their organization and provide the theoretical foundation of the affective dimension of organizational commitment. Similarly, the theories of psychological contract, values and organizational culture provide the corner stone for the feelings of moral obligation employee's display toward the organization, and concomitantly, the moral dimension of

organizational commitment. Finally, social exchange theory and labor market forces define a socio-economic relationship between each individual and the organization and provide the basis for the continuance dimension of organizational commitment.

The research problem identified for this study was the lack of a unified theory of organizational commitment that is needed to identify the antecedents of managerial commitment to organizations. Thus, the purpose of the study was to examine the state of the theory of organizational commitment and propose a unified socio-psychological theory that provided the theoretical foundation to identify the antecedents and dimensions of the organizational commitment of managerial employees. Therefore, the research question that the study answered is: what are the antecedents and dimensions of managerial commitment in organizations?

In addition to this, the study investigated six related issues: (a) the socio-psychological theories providing the theoretical foundations of a unified theory of organizational commitment, (b) the principal dimensions of a new unified theory of organizational commitment, (c) the predictors and causes of managerial commitment, (d) the degree to which perceived pay equity, socialization tactics, opportunities for Conceptual Framework

The systems approach (IV DV) was used in describing the conceptual framework of the study. The major concern of the study is to identify the organizational commitment and the level of effectiveness of managers in selected restaurants in SM and Robinson Pampanga. As shown in the conceptual paradigm, the independent variable consists of the profile of the managers in terms of: age, gender, civil status, educational background, length of service, salary, fringe benefits and employment status.

Organizational commitment is the dependent variables and has two dimensions: (1) attitudinal; and (2) behavioral. And another dependent variables of the system approach is the level of effectiveness of the food business managers. It has three (3) dimensions: (1) productivity; (2) adaptability/flexibility; and (3) quality.

The conceptual framework of the study is presented in the conceptual paradigmdevelopment, organizational trust, and job satisfaction act as predictors of organizational commitment, (e) the variable or variables which moderate and/or mediate the impact of the predictors of organizational commitment and, (f) the relationships among the five predictors named above.

The study was justified on the basis of its potential to make significant contributions to both management practice and theory. From the perspective of management practice, the study has provided evidence that should enhance the ability of organizations to: (a) promote feelings of assonance and minimize feelings of dissonance among their managerial employees through equitable pay. (b) increase the level of managerial job satisfaction and concomitantly elevate the

trust levels of managers, (c) integrate the interests of managers with those of the organization through effective socialization tactics and provide managerial employees with opportunities for development in order to enhance their moral obligations to the organization. Moreover, the study provides evidence and tools which organizations may use to engender in their managerial employees' strong feelings of ownership for their organizations, enhance managers' trust levels, and minimize their inclinations to leave their organizations.

**Job involvement** is how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled. Having low job involvement contributes to employees' feelings of alienation of purpose, alienation in the organization or feeling of separation between what the employees see as their "life" and the job they do. Work alienation and job involvement are correlated with one another (Hafer, 2006).

The study also confirms that: (a) affective commitment is based predominantly on psychological factors; (b) moral commitment is founded on philosophical, ethical and sociological factors; and (c) continuance commitment which is socio-economic by nature focuses predominantly on risk, economic losses, economic gains and labor market conditions that indicate the availability/non-availability of suitable alternative employment.

Based on the researches gathered, the researcher came up with the study of organizational commitment affecting the level of effectiveness of the food business managers of selected restaurant in Pampanga.

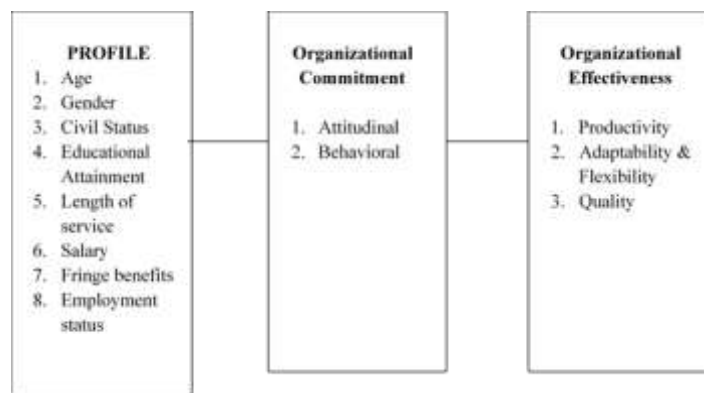


Figure 1. Paradigm of the Study

The researcher conceptualized that profile and organizational commitment are related to managers' effectiveness. The aforementioned theories of Tuckler and Bryan (1988) reached a common point in supporting the variables indicated. As mentioned, managers' effectiveness is determined by their commitment their aforementioned personal characteristics or variables covered in the study.

Dornstein and Matalon (1998) said that the age of the managers also influences their extent of organizational commitment. Understandably as people age, there is an accumulation of experiences that more or less make them mature in terms of certain things.

This can also be predetermined by their maturity. If the manager is mature, they are more effective. Thus, they are more committed to their job. Meyer and Allen (1984) argued also that age might be correlated with commitment as it serves as proxy for seniority that is associated with opportunity to better one's position at work. This means that the older a person becomes, the more committed he becomes not only to jobs but to other areas in his life.

Gender is the second variable of the study. Male are more committed and effective in their work than women. Male managers know how to handle things and how to handle employees than the female manager.

*Civil status* is the third variable. Level of effectiveness of the managers are affected by one's status thus, participation, commitment, and attitude vary. Bello (1998) said that married managers are more mature, thus, their effectiveness are much higher compare to the singles group. Being married have provided them with a broader range of perspectives with which to make judgment. Their ability to co-exist with another individual, to make compromises from time to time if and when needed as well as their ability to display more tolerance for people is things that a marriage will help a person to develop.

*Educational background* may also do the same. This includes exposure, hands-on experiences, and rigid trainings. Similarly, attendance in participatory-related activities with variation in terms of frequencies and kind of training attended may pose a difference to the managers in terms of their effectiveness. Thus, organizational commitment become more significant.

*Length of service*, another variable is believed to have a bearing on their organizational commitment. Managers who have rendered longer years of service are said to be committed to their work compared to a shorter length of service thus, creating a low level of effectiveness.

Moreover, salary is also conceived to be related with the managers' organizational commitment on their effectiveness. Aganon and Amante (1988) also said that the higher the income, the more effective and efficient are the managers, creating their organizational commitment with a great extent. On the contrary, the lower is the income the less effective and efficient in their work, thus, creating a less extent in their organizational commitment.

*A fringe benefit* is another variable, which can influence the organizational commitment and organizational effectiveness of the managers. If they received benefits from the company, they are willing to stay and they have the positive attachment to the organization.

*Employment status* is the last variable in the study that affects the commitment and effectiveness of managers. Nonetheless, the manager's organizational commitment and organizational effectiveness could be either high or low and could be traced from the indicators used in the study. The higher is the score, the more committed and effective they are. On the contrary, the lower the score, the less committed, and ineffective they are to their fields of works.

### Hypotheses of the Study

The following hypotheses have been formulated:

There is a significant relationship between the profile, organizational commitment and effectiveness of managers of selected food restaurants business in Pampanga.

There is a significant difference between the perception of managers and employees to the level of effectiveness of managers in selected food restaurants business in Pampanga.

## METHODOLOGY

### Methods and Techniques of the Study

The descriptive-correlational method was used in the study. Survey questionnaires were utilized as means of collecting data. Descriptive designs were used because of the nature of the study involved correlation of data. Documentary analysis was also used to gather data from different offices. Wallen (1999) explained that the descriptive survey is used to determine the specific characteristics of a group, to find out how people feel about something that concerns them. The important advantage in using the descriptive survey research is that it has the potential to provide a load of information. Also, descriptive correlational research is a technique that explores the relationships that exist among variables.

It may also be used to infer predictions on the basis of the relationships. One of its disadvantages is that it cannot determine cause and effect. There is no manipulation of the variables or experimental treatments. Some procedures in the correlational research are the identification of the problem and its delimitation. Correlation of the variables was applied. According to Maulida (2013), Descriptive research defines provides an answer to the questions of how something happened and who was involved, but not why something happened or why someone was involved (explanatory research). It is a detailed profile of an event, condition or situation using either quantitative, qualitative or a combination of methods. Data gathering techniques such as



field research and case studies are for qualitative descriptive research.

Calderon and Gonzales (2006) stressed that a descriptive study describes and interprets what is. It is concerned with conditions of relationships that exist, practice and prevail, beliefs, procedures that are going on; effects that are being felt or trends that are developing.

A research design is the overall plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process (Polit & Beck, 2004).

Research designs are developed to meet the unique requirements of a study. According to De Vos (1998) a research design is a blueprint or a detailed plan for how a research study is conducted.

The study looked into the managers’ organizational commitments and their implication to organizational effectiveness. Likewise, interview and documentary analysis were employed to support the data gathered from the questionnaires.

**Population and Sample of the Study**

The study included selected food business restaurants in City of San Fernando, Pampanga where the established business/company exists. These restaurants offer delicious dishes, located at SM and Robinson Starmills in the City of San Fernando, Pampanga.

**Table 1**  
Respondents of the Study

<i>Food Restaurants</i>	<i>Managers</i>	<i>Employees</i>
Restaurant A	2	4
Restaurant B	2	4
Restaurant C	2	4
Restaurant D	2	4
Restaurant E	2	4
Restaurant F	2	4
Restaurant G	2	4
Restaurant H	2	4
Restaurant I	2	4
Restaurant J	2	4
<b>Total</b>	<b>20</b>	<b>40</b>

Twenty managers and forty employees from city of San Fernando, Pampanga were randomly chosen based on the selected food restaurants business. The research covered the second and third quarters of the fiscal year 2012. Simple random sampling techniques were used in choosing the respondents.

**Research Instrument**

Survey questionnaire was utilized as the main instrument. This research undertaking relied on the use of survey questionnaires which include questions related to the specific problems of the study. In particular, the survey obtained information about: (1) organizational commitment; and (2) level of effectiveness of the managers. Two sets of survey questionnaires were used. These questionnaires were for managers to evaluate their level of organizational commitment and their effectiveness and for the employees to evaluate the effectiveness of their managers. The first set of questionnaires was divided into three (3) parts. The first part is on demographic profile that includes questions to determine age, sex, civil status, educational attainment, length of service, salary, fringe benefits and employment status. The second part is on organizational commitment of the managers. The Organizational commitment questionnaire was developed using items taken from Meyer, Allen and Smith (1993) instrument. It has two dimensions—Attitudinal and behavioral with 12 item questionnaire, Possible responses were arrayed on a five-point Likert scale (rather than on Meyer, Allen and Smith (seven-point scale)

For Organizational commitment, Five-Point Likert Scale was used with the following description.

<b>Scale</b>	<b>Description</b>
5	Strongly agree
4	Agree
3	Undecided
2	Disagree
1	Strongly disagree

To interpret the extent of organizational commitment of the business managers, the following scale and interpretation were used:

<b>Scale</b>	<b>Description</b>
4.20 – 5.00	Strongly agree (commitment of business managers is exceptionally high and very commendable)
3.40 – 4.19	Agree (commitment needs almost no improvement)
2.60 – 3.39	undecided (average commitment, needs improvement)
1.80 – 2.59	Disagree (below average commitment, needs complete improvement)
1.00 – 1.79	Strongly Disagree (no commitment, needs complete restructuring of his/her commitment values)

The third part is for the managers’ effectiveness survey. This questionnaire was adapted from Mott (1972). It has three (3) dimensions—(1) Productivity (four items: production output, doing the right thing, optimum utilization of resources, and guiding employees to their work; (2) Adaptability & Flexibility (four items: copes with new emergencies, acceptance of changes, easily solves complaints, and listens

to suggestions of employees; (3) Quality (four items: maintain the cleanliness of the store, delegate task to improve the quality service, helps employees to career development, walks around the company and check things out.

For manager effectiveness, Five-Point Likert Scale was used with the following description:

Scale	Description
5	Strongly agree
4	Agree
3	Undecided
2	Disagree
1	Strongly disagree

To interpret the extent of Manager’s effectiveness, the following scale and interpretation were used:

Scale	Description
4.20 – 5.00	Strongly agree (productivity of business managers is exceptionally high and very commendable)
3.40 – 4.19	Agree (productivity needs almost no improvement)
2.60 – 3.39	undecided (average productivity, needs improvement)
1.80 – 2.59	Disagree (below average productivity, needs complete improvement)
1.00 – 1.79	Strongly Disagree (no productivity, needs complete restructuring of his/her productivity values)

The second set is also for the managers’ effectiveness that has 12 questions that were answered by the employees involved in the organization.

**Data Gathering Procedures**

The researcher personally administered all the survey forms to the respondents for purposes of ensuring high retrieval. The researcher prepared a communication attached in this study (Appendix A), addressed to the managers of selected restaurants in SM and Robinson in the City of San Fernando, Pampanga and noted by the Dean of Graduate School requesting permission to conduct the survey. The respondents were informed regarding the purpose of the study and were guided accordingly for an efficient and effective accomplishment of the questionnaires. They were assured that their answers would be treated with utmost confidentiality.

**Data Processing and Statistical Treatment**

The study was measured using Central tendency such as mean, median, mode, weighted mean, frequency and percentage for the demographic profile, organizational commitment and effectiveness of managers.

In testing the alternative hypothesis, the researcher used the Analysis of Variance (ANOVA) – a statistical analysis tool that separates the total variability found within a data set into two components: random and systematic factors. The random factors do not have any statistical influence on the given data set, while the systematic factors do. The ANOVA test is used to determine the impact that the independent variables have on the dependent variables.

In testing the differences between the perception of managers and employees in the level of effectiveness, the researcher used t-test. T Test is often called Student's T test in the name of its founder "Student". T test is used to compare two different set of values. It is generally performed on a small set of data. T test is generally applied to normal distribution which has a small set of values. This test compares the means of two samples. T test uses means and standard deviations of two samples to make a comparison.

**RESULT AND DISCUSSION**

This chapter presents, analyzes, and interprets the data and information gathered according and in relation to the general and specific problems of the study as indicated in the statement of the problem. The main objective of the study is to determine the organizational commitment and level of effectiveness of managers in selected food restaurant businesses in Pampanga. The data were analyzed and interpreted in relation to the following variables: age, gender, civil status, educational attainment, length of service or experience, salary, fringe benefits and employment status.

The presentation of the results is arranged as follows: the demographic profile of the managers in selected food restaurant businesses in SM and Robinson, Pampanga; the organizational commitment based on attitudinal and behavioral; the level of effectiveness in terms of productivity, adaptability & flexibility and quality; and the perception of managers and employees in the level of effectiveness of managers in selected restaurants in SM and Robinson, Pampanga.

**Demographic Profile of Managers**

The demographic profile of managers is described in terms of age, sex, civil status, educational attainment, length of service or experience, salary, fringe benefits and employment status.

Table 2 presents the descriptive measures of the demographic profile of managers.

Variable	Category	Frequency	Percentage (%)
Age	46-50	2	10.0
	36-40	2	10.0

	31-35	2	10.0
	26-30	8	40.0
	20-25	6	30.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>
<b>Gender</b>	Male	14	70.0
	Female	6	30.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>
<b>Civil Status</b>	Single	4	20.0
	Married	16	80.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>
<b>Educational Attainment</b>	Bachelor's Degree	20	100.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>
<b>Length of Service/ Experience</b>	6-10 years	4	20.0
	1-5 years	16	80.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>
<b>Salary</b>	21,000-25,000	2	10.0
	16,000-20,000	8	40.0
	11,000-15,000	10	50.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>
<b>Fringe Benefits</b>	Expenses for travel	2	10.0
	Vehicle	2	10.0
	Holiday and vacation expenses	12	60.0
	Life or health insurance	2	10.0
	Others	2	10.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>
<b>Employment Status</b>	Permanent	2	10.0
	Contractual	18	90.0
	<b>TOTAL</b>	<b>20</b>	<b>100.0</b>

**Age.** The table reflects that out of 20 managers in selected food restaurants in SM and Robinson Pampanga, 2 or 10% belong to the ages 46-50 years old, 2 or 10% belong to the ages 36-40, 2 or 10% belong to the ages 31-35, 8 or 40% belong to the ages 26-30 while 6 or 30% belong to the ages 20-25. This shows that majority of the managers in the selected food restaurant in SM and Robinson Pampanga are relatively young. This finding supports the study of Van der Heijden et al., (2008) using Multi-Group Structural Equation Modeling (SEM) which indicated that for the youngsters both self- and supervisor ratings of employability significantly related to objective career success outcomes.

**Sex.** As presented in the table, managers showed that 14 or 70% are male while 6 or 30% are female. In this study, majority of the respondents are male. Hugue (2010) stated that men reported a stronger employment history and greater readiness to work than women at baseline.

**Civil Status.** The table shows that 14 or 70% of the managers are married and 6 or 30% are single. The grouping of managers showed that majority of them was married that makes them more mature and have full family responsibilities, thus their effectiveness is much higher compared to the single group.

**Educational attainment.** On the other hand, the table indicates that majority of the respondents are bachelor's degree holder. None of the respondents have been accounted doctorate degree holder, master's degree holder with units in doctoral and master's degree holder.

**Length of service/experience.** Based on the table, the managers' experience ranges from 1 to 5 years, from the twenty (20) respondents, 16 or 80% of them have 5 years of experience as managers while there are 4 or 20% with 6 to 10 years of experience as managers. It seems based in observation and experience of the researcher managers who have rendered longer years of service are said to be committed to their work compared to those with shorter length of service thus, creating a low level of effectiveness.

**Salary.** As to gross salary, out of the 20 managers, 2 or 10% receives P21,000 to 25,000, 8 or 40% receives P16,000 to 20,000 and 10 or 50% receives P11,000 to 15,000. The data reveal that the majority belonged to the income group earning P11,000 to 15,000.

**Fringe benefits.** As presented in the table, out of the 20 managers, 2 or 10% receives travel allowance, 2 or 10% receives additional expenses for vehicle, 12 or 60% receives holiday and vacation incentives, 2 or 10% receives life or health insurance and 2 or 10% receives other benefits. The table further shows that majority of the managers have only received holiday and vacation incentives. It is one of the conditions of DOLE in employment under article 94 of the Labor Code of the Phil. the right to holiday pay.

**Employment status.** The data reveal that majority of the respondents are permanent in their companies (18 or 90%) and the rest are on contractual (2 or 10%) basis only. This explains that they are attached to the organization.

The results of the study reveal that there are more managers in selected restaurants in SM & Robinson, Pampanga who are younger, male, married, Bachelor's degree holders, who have been working in food restaurants for at least a year up to 5 years and receiving a gross salary of P11,000 to 15,000 and receive fringe benefits like holiday and vacation leave.

**Level of Organizational Commitment of managers.** The Organizational Commitment includes Attitudinal/Affective commitment and Behavioral/Continuance commitment. The table shows the descriptive measures of Organizational Commitment.

Level of Organizational Commitment of Managers in Selected Food Restaurants in SM and Robinson, Pampanga in terms of Attitudinal/Value Commitment/Affective Commitment

**Table 3** presents the descriptive measures of Level of Organizational Commitment of Managers in Selected Food Restaurants in SM and Robinson, Pampanga in terms of Attitudinal/Value Commitment/Affective Commitment.

ITEMS	FREQUENCY			Mean	Descriptive Rating
	Very High (5)	High (4)	Moderate (3)		
I would be very happy to spend the rest of my career with this organization.	2	10	8	3.7	High
I really feel as if this organization's problems are my own.	4	10	6	3.9	High
I am very satisfied with the kind of work that I do.	4	14	2	4.1	High
I am proud to tell others that I am part of this organization.	10	8	2	4.4	Very High
I feel like "part of the family" at my organization.	8	10	2	4.3	Very High
This organization has a great deal of personal meaning to me.	4	14	2	4.1	High
Grand Weighted Mean	4.08/ High				

As shown in table 3, the level of organizational commitment of managers in selected restaurants in SM and Robinson in

Pampanga in terms of Attitudinal/affective commitment is "high" based on the grand weighted mean value of 4.08. The highest mean value, however, of 4.4 interpreted as "very high" was obtained by the managers that they are proud to tell others that they are part of their organization. This means that they experience oneness with their organization. Gul (2003) stated that Organizational commitment is the adoption of organizational objectives, values, and the goals by the followers, volunteer efforts, and desire for the continuous presence in the organization.

The table also shows that the lowest grand weighted mean value of 3.7 interpreted as "high" was registered on manager's level of organizational commitment that they are happy to spend the rest of their career with their organization. This explains that they are willing to stay in the organization as long as the organization needs them.

*Organizational commitment* is as "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization" (Mowday, Steers, & Porter, Cheng et al (2003) stressed that attitudinal commitment reflects the identification and commitment situation where the employees stay in the organization with their own will.

Table 4 presents the level of organizational commitment of managers in selected food restaurants in SM and Robinson, Pampanga in terms of behavioral commitment.

ITEMS	MEAN	Rating
If I left my current job, I would lose out on a number of great benefits.	3.6	High
Leaving my current employer would be foolish because not many companies could offer the same pay and benefits.	4.1	High
It would be very difficult to leave my current organization because of the high level of economic support they offer.	3.5	High
This organization places the right emphasis on career development.	4.1	High
I remain at my organization because I really enjoy with my co-employees.	4.1	High
This organization provides good opportunities for job-related training.	3.7	High
<b>3.85/ High</b>		

The data reveal that three out of six questions registered with the highest weighted means of 4.1, respectively, interpreted as “high.” These questions are: first, leaving their current employer would be foolish because not many companies could offer the same pay and benefits given by their organization, with a mean of 4.1. Second, seeing their organization is the right emphasis on career development with a mean of 4.1; and third, remaining in their organization because they really enjoy with their co-employees. This means that they are willing to remain in the organization because of transactional benefit. According to Shepherd and Mathews (2000) employers distinguish non-committed employees from committed employees by their general behavior, attitudes, demonstration of job satisfaction, and attendance.

Aldolsek and Stebe (2004) defined commitment as employees’ orientation towards an organization that influences their involvement in its current and future operations.

Behavioral commitment is seen to include effort, signaling, and relational benefits. Through their behavior the committed parties demonstrate their state of mind and signal their intentions to their partners that they are making a valuable contribution to the relationship through pledges, effort and investments. This contribution is more than merely a promise of remaining in the relationship.

**Level of Organizational Effectiveness of managers**

The data reveal that the highest weighted mean value of 4.1 interpreted as “effective” was obtained by the managers in two questions. These questions are: first, achieving the output requirements corresponding with their respective position and second, guiding their employees to their work that makes them more productive in their job. This means that the managers fulfill multiple expectations rather than optimizing one objective. Mintzberg (1973) defined an effective manager as one who identifies the needs to understand the functions and uses of available resources to carry out these managerial functions.

**Table 5**

Level of Effectiveness of Managers in Selected Food Restaurants in SM and Robinson, Pampanga in terms of Productivity

ITEMS	Managers n = 20	
	Weighted Mean	Descriptive Rating
I achieve the output requirements corresponding to my respective position.	4.1	Effective
I do the right thing.	4.0	Effective

I use available resources efficiently.	4.0	Effective
I guide my employees to their work.	4.1	Effective
<b>Grand Weighted Mean</b>	<b>4.05/ Effective</b>	

Amah (2006) stressed that the measure of efficiency and effectiveness of resources (inputs) are brought together and utilized for the production of goods and services (outputs) of the quality needed by society in the long term. This implies that productivity is a combination of performance and economic use of resources. High productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. It can stimulate improvement and motivate employees. The foregoing table also shows that the lowest weighted mean value of 4.0 interpreted as “effective” was obtained by managers in two questions of doing the right thing using available resources. As productive managers, they always do the right thing for the growth and development of their organizations and they also use the available resources efficiently.

**Table 6** presents the level of effectiveness of managers in selected restaurants in SM and Robinson, Pampanga in terms

ITEMS	Managers n = 20	
	Weighted Mean	Descriptive Rating
I do a good job coping with emergencies & disruptions.	3.8	Effective
I accept & adjust quickly when changes are made in this company.	3.8	Effective
I can easily solve customer complaints.	3.8	Effective
I listen to suggestions of my employees.	4.3	Highly Effective
<b>Grand Weighted Mean</b>	<b>3.93/ Effective</b>	

of Adaptability/Flexibility.

The data reveal that the highest weighted mean value of 4.3 interpreted as “effective” was obtained by the managers. This means that they listen to suggestions of their employees. This may help to the improvement of the company because every individual in an organization can give some comments or suggestions to the growth of the organization. It is important for managers to be adaptable on a day-to-day basis and for them to help others adapt new changes in their organization.

The table also shows that the lowest weighted mean value of 3.8 interpreted as “effective” was obtained in three questions by the managers. These questions are: first, being good in coping with emergencies and disruptions; second, accepting and adjusting quickly to changes; and third, solving customers’ complaints. Adaptability was retrieved in the study of Bamel (2011) as the second important factor with two variables such as the acceptance of new system and design and adjustment to the new work situation.

**Table 7** presents the level of effectiveness of managers in selected restaurants in SM and Robinson, Pampanga in terms of quality.

The data reveal that the highest weighted mean value is 4.3 interpreted as “effective” was obtained by the managers. This means that they walk around the store and check things out. Corbett And Rastrick (2000) researched the relationship between organizational culture and quality performance in manufacturing firms and found that dominant management “constructive culture styles” is associated with specific quality characteristics that enhance organizational performance.

ITEMS	Managers n = 20	
	Weighted Mean	Descriptive Rating
I give assurance in the cleanliness of the store.	3.8	Effective
I help other employees with their personal development plans.	4.1	Effective
I assign task & provide routine instructions.	4.1	Effective
I walk around the store & check things out.	4.3	Highly Effective
<b>Grand Weighted Mean</b>	<b>4.08/Effective</b>	

**Table 8** presents the significant relationship between Age, Organizational Commitment and Organizational Effectiveness of managers.

		Sum of Squares	df	Mean Square	F	Sig.
Commitment affective	Between Groups	2.200	7	.314	1.886	.160
	Within Groups	2.000	12	.167		
	Total	4.200	19			
Commitment continuation	Between Groups	4.200	7	.600	1.800	.177
	Within Groups	4.000	12	.333		
	Total	8.200	19			

Effectiveness Productivity	Between Groups	3.000	7	.429	5.143	.007
	Within Groups	1.000	12	.083		
	Total	4.000	19			
Effectiveness Adaptability	Between Groups	4.800	7	.686	8.229	.001
	Within Groups	1.000	12	.083		
	Total	5.800	19			
Effectiveness Quality	Between Groups	7.000	7	1.000	12.000	.000
	Within Groups	1.000	12	.083		
	Total	8.000	19			

The data were treated with the use of ANOVA to determine the significant relationship between Age, organizational commitment and level of effectiveness of managers.

The data revealed that the Age is significantly related to manager’s effectiveness in terms of productivity (p = .007), adaptability (.001) and quality (.000). But it is not significantly related to their commitment in terms of affective and continuance. Since there is a wide variation in the age of the respondents, most of them belonged to the young age bracket (20-30 years old).

**Table 9** presents the significant relationship between Gender, Organizational Commitment and Organizational Effectiveness of managers. The data were also treated with the use of ANOVA to determine the significant relationship between gender, organizational commitment and the level of effectiveness of managers.

		Sum of Squares	df	Mean Square	F	Sig.
Commitment affective	Between Groups	1.152	1	1.152	6.806	.018
	Within Groups	3.048	18	.169		
	Total	4.200	19			
Commitment continuation	Between Groups	.771	1	.771	1.869	.188
	Within Groups	7.429	18	.413		
	Total	8.200	19			
Effectiveness Productivity	Between Groups	.000	1	.000	.000	1.000
	Within Groups	4.000	18	.222		
	Total	4.000	19			
Effectiveness Adaptability	Between Groups	.086	1	.086	.270	.610
	Within Groups	5.714	18	.317		
	Total	5.800	19			

Effectiveness Quality	Between Groups	.952	1	.952	2.432	.136
	Within Groups	7.048	18	.392		
	Total	8.000	19			

As seen in the table, gender is significantly related to commitment ( $p = .018$ ) because most of the managers in selected restaurants are male. This signifies that male manager dominate the population of restaurants in Pampanga. The high proportion of male managers in selected restaurants reflects the low percentage of female who would like to manage a restaurant.

**Table 10** presents the significant relationship between Gender, Organizational Commitment and Organizational Effectiveness of managers.

		Sum of Squares	df	Mean Square	F	Sig.
Commitment affective	Between Groups	1.152	1	1.152	6.806	.018
	Within Groups	3.048	18	.169		
	Total	4.200	19			
Commitment continuation	Between Groups	.771	1	.771	1.869	.188
	Within Groups	7.429	18	.413		
	Total	8.200	19			
Effectiveness Productivity	Between Groups	.000	1	.000	.000	1.000
	Within Groups	4.000	18	.222		
	Total	4.000	19			
Effectiveness Adaptability	Between Groups	.086	1	.086	.270	.610
	Within Groups	5.714	18	.317		
	Total	5.800	19			
Effectiveness Quality	Between Groups	.952	1	.952	2.432	.136
	Within Groups	7.048	18	.392		
	Total	8.000	19			

**Civil status** is significantly related to Commitment in terms of affective with  $p$  value of .018. A logical explanation of this phenomenon is the fact that the managers preferred to be married in their managing careers than remaining single. This is probably because married managers pose a higher degree of motivation in the workplace.

It also the result indicates that the married group is more satisfied, committed and more secured in their work in the

institution where they belong than their single counterparts. The finding also suggests that the married group may be considered their workplace as their escape from loneliness, social club and their community.

**Table 11** presents the significant relationship between Length of service, Organizational Commitment and Organizational Effectiveness of managers.

**The Length of service** is not significantly related to both organizational commitment and organizational effectiveness. It can be observed that most of the managers in selected restaurants in SM and Robinson Pampanga don't stay longer in the restaurants because they need to find better job with a higher salary

		Sum of Squares	df	Mean Square	F	Sig.
Commitment affective	Between Groups	.018	1	.018	.081	.779
	Within Groups	3.667	17	.216		
	Total	3.684	18			
Commitment continuation	Between Groups	.355	1	.355	.779	.390
	Within Groups	7.750	17	.456		
	Total	8.105	18			
Effectiveness Productivity	Between Groups	.000	1	.000	.000	1.000
	Within Groups	4.000	17	.235		
	Total	4.000	18			
Effectiveness Adaptability	Between Groups	.039	1	.039	.117	.737
	Within Groups	5.750	17	.338		
	Total	5.789	18			
Effectiveness Quality	Between Groups	.000	1	.000	.000	1.000
	Within Groups	8.000	17	.471		
	<b>Total</b>	<b>8.000</b>	<b>18</b>			

**Table 12** presents the Significant Relationship between Salary, Organizational Commitment and Organizational Effectiveness of managers.

		Sum of Squares	df	Mean Square	F	Sig.
Commitment affective	Between Groups (Combined)	.018	1	.018	.081	.779
	Within Groups	3.667	17	.216		
	Total	3.684	18			
Commitment	Between Groups (Combined)	.355	1	.355	.779	.390
	Within Groups	7.750	17	.456		

			Sum of Squares	df	Mean Square	F	Sig.
Commitment affective	Between Groups	(Combined)	.018	1	.018	.081	.779
	Within Groups		3.667	17	.216		
	Total		3.684	18			
Commitment continuation	Between Groups	(Combined)	.355	1	.355	.779	.390
	Within Groups		7.750	17	.456		
	Total		8.105	18			
Effectiveness Productivity	Between Groups	(Combined)	.000	1	.000	.000	1.000
	Within Groups		4.000	17	.235		
	Total		4.000	18			
Effectiveness Adaptability	Between Groups	(Combined)	.039	1	.039	.117	.737
	Within Groups		5.750	17	.338		
	Total		5.789	18			
Effectiveness Quality	Between Groups	(Combined)	.000	1	.000	.000	1.000
	Within Groups		8.000	17	.471		
	Total		8.000	18			
continuation	Total		8.105	18			
Effectiveness Productivity	Between Groups	(Combined)	.000	1	.000	.000	1.000
	Within Groups		4.000	17	.235		
	Total		4.000	18			
Effectiveness Adaptability	Between Groups	(Combined)	.039	1	.039	.117	.737
	Within Groups		5.750	17	.338		
	Total		5.789	18			
Effectiveness Quality	Between Groups	(Combined)	.000	1	.000	.000	1.000
	Within Groups		8.000	17	.471		
	Total		8.000	18			

The Salary is not significantly related to both organizational commitment and organizational effectiveness. It can be observed that most of the managers in selected restaurants in SM and Robinson Pampanga don't give importance with their salaries.

This is substantiated by the fact that there is a growing tendency among employees to change organizations for salary and various considerations. This growing tendency is a reflection of the fact that if the management is uniformly indifferent towards the growth and development of its employees, the employees will change organization for money, promotions, status and other considerations

Table 13 presents the significant relationship between Fringe benefits, Organizational Commitment and Organizational effectiveness of managers.

The Fringe benefits is not significantly related to both Organizational Commitment and Organizational effectiveness. This further explains that it is not important to the managers the different fringe benefits that they received in the organization.

The Employment Status is not significantly related to both organizational commitment and organizational effectiveness. This further explains that it is not important to the managers the Employment status in their organization. Even if they are only contractual, they are still committed and effective as manager in their organization.

This finding supports the fact that organizational commitment as an attitude reflects the strength of the linkage between an employee and an organization. According to Mishra (2005) an individual assesses opportunity for growth and development during the course of association with the organization. But if the manager is disillusioned with the present organization, an employee is more likely to change the organization and join some other organization for various considerations.

Table 15 presents the descriptive measures of the significant difference between the perception of managers and employees in the level of effectiveness in terms of productivity of managers in selected restaurants in SM and Robinson, Pampanga.

The data reveal that there is significant difference between the perception of managers and employees on the level of effectiveness in terms of productivity of managers since the computed absolute t value = -2.556 is greater than the tabulated t value = 2.001 at 0.05 level of confidence. This becomes evident as the managers reflected a much higher assessment of their effectiveness based on productivity with a weighted mean of 4.05 than the employees' assessment of managers with a weighted mean of 3.55.

Level of Effectiveness	Group	Weighted Mean	t-computed value	t-tabulated value	Decision
Productivity	Manager	4.05	-2.556	2.001	Accept H1 at 0.05 level of significance
	Employees	3.55			
Adaptability/	Manager	3.93	-0.807	2.048	Reject H1 at



Flexibility	Employees	3.78			0.05 level of significance
Quality	Manager	4.08	-1.439	2.048	Reject H1 at 0.05 level of significance
	Employees	3.81			

Further, the data reveal that there is no significant difference between the perception of managers and employees in the level of effectiveness in terms of adaptability/flexibility of managers since the computed absolute t value = -0.807 is less than the tabulated t value = 2.048 at 0.05 level of confidence.

This means that the manager’s perception in being adaptable/flexible as effective does not relate to the employees’ perception of the managers’ effectiveness.

Lastly, the data reveal that there is no significant difference between the perception of managers and employees in the level of effectiveness in terms of quality of managers since the computed absolute t value = -1.439 is greater than the tabulated t value = 2.048 at 0.05 level of confidence.

This means that the manager’s perception on the level of effectiveness on quality is comparable to the employees’ perception of the managers’ effectiveness, although the managers reflected a much higher assessment of their effectiveness based on quality with a weighted mean of 4.08.

**CONCLUSION AND RECOMMENDATION**

This chapter presents the summary of findings; the conclusion drawn from the findings, and the recommendations based on the findings and conclusions reached.

**Conclusions**

Based from the aforementioned findings, the researcher made the following conclusions.

1. The success of the business managers in selected food restaurant business in SM and Robinson, Pampanga depends on their organizational commitment and organizational effectiveness. The managers will become more effective if they receive intrinsic and extrinsic rewards from their companies; if their compensation is not enough for their everyday expenses and if they are not satisfied in their work, they may leave their organization and look for greener pasture.

2. In general, the organizational commitment of managers is “high” with a grand weighted mean of 4.08 for attitudinal commitment and 3.85 for behavioral commitment. This high level of commitment may be attributed to the fact that they love what they are doing and that they enjoy their work.

3. The organizational effectiveness variables are productivity, adaptability/flexibility and quality, all registered “effective”. It means that most managers in selected restaurants in SM and Robinson, Pampanga are effective in handling their companies and their attitude towards their work is outstanding as reflected in their quality and quantity of work as well as in their cooperation to related work activities.

4. There is a significant relationship between the profile of managers in terms of age, gender and civil status in the organizational commitment and the level of effectiveness of managers in selected food restaurants business in SM and Robinson, Pampanga. And there is no significant relationship between the Profile of managers in terms of educational attainment, length of service, salary, fringe benefits and employment status in the organizational commitment and the level of effectiveness of managers

5. The effectiveness of the business managers reflected a very good rating from their subordinates. Based on the observation of the employees to their managers, the managers were doing the right things for the companies.

**Recommendations:**

In light of the findings and conclusion of this study, the following recommendations is on the improvement of the managers in selected food business restaurants in SM and Robinson Starmills in the City of San Fernando, Pampanga.

1. Given that the study is focusing on managers' organizational commitment and effectiveness, a similar study should be done with the employer's assistance to ascertain the relevance of their workers' commitment in determining their effectiveness.

2. Conferences, workshops, and training activities focusing on organizational commitment and effectiveness should be performed among managers to provide them with the necessary information and abilities to increase their organization's productivity. Business managers should actively participate in skill-upgrading programs in cooperation with their superiors.

3. Managers must acquire further education in order to enhance their performance and take on additional responsibilities within their business. Employers must help managers in advancing their education by providing financial aid.

4. On the management side, chances for advancement, increased compensation, and incentives are essential to

sustain and improve managers' performance. They may provide not only transactional benefits to their employees, but also transformative benefits that help them become more prolific.

5. Future researchers may refer to this study to determine if it is applicable to another organization and to utilize it as reference material. Organizational commitment and effectiveness should be researched in all sectors, including public, private, and on a national and worldwide scale.

#### REFERENCES

Abdullah, Rosmi (2000). Productivity Performance of Malaysian Government Linked Companies. Retrieved December 05, 2013, from <http://ilmuonline.mpc.gov.my/elmucis/document/productivity/Productivity1.pdf>

Ackers, Peter & Wilkinson Adrian (2003) Understanding Work and Employment. Retrieved December 02, 2013 <http://books.google.com.ph/books?id=oNA9jdI8IUC&pg=PA1>

Aganon, Marie (1998). Contribution of up to labor empowerment. Retrieved Dec. 03, 2013, from [www.slideshare.net/.../contribution-of-uo-to-labor-empowerment](http://www.slideshare.net/.../contribution-of-uo-to-labor-empowerment)

Al- Madhoun, M. 2004. "Managerial Effectiveness in Indian Organizations: Reexamining an Instrument in an Indian Context": Retrieved September 27, 2012, from <http://rphrm.curtin.edu.au/2011/issue1/indian.html>

Amah, Edwinah (2006) Shared Mission and Organizational Effectiveness. Retrieved September 27, 2012, from [iiste.org/Journals/Indepth/EJBM/article/download/1945/1925](http://iiste.org/Journals/Indepth/EJBM/article/download/1945/1925)

Ambrose, Maureen (1999) Journal Management Retrieved December 02, 2013. <http://www.uk.sagepub.com/fineman/Reading%20On/Chapter%2004a%20->

Analo, F. (1999). "Managerial Effectiveness in Indian Organizations: Reexamining an Instrument in an Indian Context": Retrieved September 27, 2012, from <http://rphrm.curtin.edu.au/2011/issue1/indian.html>

Analo, F. (2007). "Managerial Effectiveness in Indian Organizations: Reexamining an Instrument in an Indian Context": Retrieved September 27, 2012, from <http://rphrm.curtin.edu.au/2011/issue1/indian.html>

Andrews, Donya (2008). Organizational Commitment of senior Woman administrators. Retrieved December 02, 2013,

from <http://etd.lib.fsu.edu/theses/submitted/etd-07092007-170225/unrestricted/Andrews-LittleDDissertation.pdf>

Artley, James (2008) The Impact of Leadership Practices on Generation X Employee Commitment. Retrieved December 02, 2013, from <http://books.google.com.ph/books?id=OzOWE7y1RogC&pg=PA12>

Aranya, N. (2012) "Organizational Commitment: Testing Two Theories" Retrieved September 28, 2012 [www.erudit.org/revue/ri/1983/v38/n2](http://www.erudit.org/revue/ri/1983/v38/n2)

Bagwell, DC (2000) Financial Stress and Workplace Performance, Retrieved Dec. 02, 2013, from [scholar.lib.vt.edu/theses/available/etd-10082000](http://scholar.lib.vt.edu/theses/available/etd-10082000)

Baksh, Abdul (2010) entitled "Organizational commitment of Managerial Employees: A Unified Theory and Antecedents" Retrieved September 28, 2012

Balduck, Anne line (2008) conducted a study entitled "A Two-Level Competing Values Approach to Measure Nonprofit Organizational Effectiveness". Retrieved September 28, 2012, from <http://ideas.repec.org/p/rug/rugwps/08-510.html>

Barnel, Umesh et al (2011) "Managerial Effectiveness in Indian Organizations: Reexamining an Instrument in an Indian Context": Retrieved September 27, 2012, from <http://rphrm.curtin.edu.au/2011/issue1/indian.html>

Barnard, Chester (1982) Organizational theory and behavior. Retrieved September 27, 2012 from <http://www.statpac.org/walonick/organizational-theory.htm> Bamel, U.

Barney (2000) The impact of organizational culture on personal effectiveness. Retrieved. December 03, 2013. From [www.academia.edu](http://www.academia.edu). The impact of organizational culture

Beardwell, T. et al. 2004 Employee loyalty as adherence to shared moral values. Retrieved September 28, 2012, from <http://www.freepatentsonline.com/article/Journal-Managerial-Issues/106.html>

Becker, T. 1960 Determining Employee Brand Commitment. Retrieved September 27, 2012 <http://books.google.com.ph/books?id=CikwwK5ghME> C:

Becker, T. 1960. Organizational Commitment of senior Woman administrators. Retrieved December 02, 2013, from <http://etd.lib.fsu.edu/theses/submitted/etd-07092007-170225/unrestricted/Andrews-LittleDDissertation.pdf>

Bernardin, J. 1998. Financial Stress and Workplace Performance, Retrieved Dec. 02, 2013, from [scholar.lib.vt.edu/theses/available/etd-10082000](http://scholar.lib.vt.edu/theses/available/etd-10082000)

Bhardwa, Bhardwaj (2012) Superior-Subordinate's Reciprocated Confidence in Capability and Organizational Effectiveness: A Relationship Study" Retrieved September 28, 2012, from <http://www.ijbmt.com/issue/282.pdf>

Bhardwaj, Bhawana (2012) "International Journal of Business and Management Tomorrow". Retrieved September 27, 2012, from <http://www.ijbmt.com/issue/467.pdf>

Bianca, Audra (1999) "The Role of Management in Productivity" Retrieved Sept. 28, 2012, from [http://www.ehow.com/info\\_7881653\\_role-management-productivity.html](http://www.ehow.com/info_7881653_role-management-productivity.html)

Breckhard R. and Pritchard, A., 1992. Introduction and Implementation of Total Quality Management. Retrieved December 03, 2013, from <http://www.isixsigma.com/methodology/total-quality-management-tqm/introduction-and-implementation-total-quality-management-tqm/>

Brewer, Dawn (2010) "Management Efficiency Effectiveness and Economy" Retrieved September 27, 2012, from <http://suite101.com/article/management-efficiency-effectiveness-and-economy-a195294>

Bobrow, Edwin (1988) The new effective management theory: a model of the future. September 27, 2012, from [http://www.cicsworld.org/blogs/ehill/2006/11/the\\_ml](http://www.cicsworld.org/blogs/ehill/2006/11/the_ml)

Bolman, E. and Deal, T. 1991. "Managerial Effectiveness in Indian Organizations: Reexamining an Instrument in an Indian Context": Retrieved September 27, 2012, from <http://rphrm.curtin.edu.au/2011/issue1/indian.html>

Bruce, Anne (2002) The new effective management theory: a model of the future. Sept. 27, 2012. [http://www.cicsworld.org/blogs/ehill/2006/11/the\\_t.html](http://www.cicsworld.org/blogs/ehill/2006/11/the_t.html)

Buch, Ken (2009) "Adaptability, a Crucial Organizational and Personal Skill" Retrieved September 28, 2012. <http://www.thepublicmanager.org/pdf/2009%20Adaptability>

Buchanan, Laurie (1998) The impact of big five personality characteristics. Retrieved September 28, 2012, from <http://scholar.lib.vt.edu/theses/public/etd-32198-18285/materials/etd.pdf>

Calderon, Jose and Gonzales, Expectation (2006) Descriptive study Retrieved February 22, 2014 from [xa.yimg.com/kq/groups/68161766/1415128217/name/CHAP TER](http://xa.yimg.com/kq/groups/68161766/1415128217/name/CHAP%20TER)

Carton, Robert & Hofer, Charles (2006) "Measuring Organizational Performance Retrieved September 28, 2012, from <http://books.google.com.ph/books?id>

Coetzee, M. (2005) "Employee Commitment" Retrieved September 28, 2012, from <http://upetd.up.ac.za/thesis/available/etd-04132005>

Cokluk, Omay (2010). The Relationship between Leadership Behavior and Organizational Commitment in Turkish Primary Schools. Retrieved December 03, 2013 from <http://yayinlar.yesevi.edu.tr/files/article/388.pdf>

Cote, Professor & Heslin, Professor (2003) "Job Satisfaction and Organizational Commitment" Retrieved September 28, 2012, from <http://www-2.rotman.utoronto.ca/~scote/hightermhotel.pdf>

Couglan, Richard (2005) Employee loyalty as adherence to shared moral values Retrieved September 28, 2012, from <http://www.freepatentsonline.com/article/Journal-Managerial-Issues/132536006.html>

Dale, Kathleen et.al, (2012) Leadership Style and Organizational Commitment: Mediating Effect of Role Stress. Retrieved December 02, 2013, from Academic journal article from Journal of Managerial Issues, Vol. 20, No. 1

Denison, Daniel (2007) Corporate culture and Organizational effectiveness. Retrieved December 03, 2013, from [www.iiste.org/journals/index.php/EJBM/article/download/1949/2133](http://www.iiste.org/journals/index.php/EJBM/article/download/1949/2133)

Drenth, Jasper (2009) "The ingredients for a committed workforce" Retrieved Sept. 28, 2012, from [http://essay.utwente.nl/58556/1/scriptie\\_J\\_Drenth.pdf](http://essay.utwente.nl/58556/1/scriptie_J_Drenth.pdf)

Drew, Edwards (2008) Adaptability: An essential tool for managers. Retrieved Dec. 03, 2013, from [http://www.uiowa.edu/hr/relations/hrrep/mgr\\_essential\\_tool.pdf](http://www.uiowa.edu/hr/relations/hrrep/mgr_essential_tool.pdf)

Drucker, Peter (1999) Knowledge Worker Productivity: The biggest Challenge. Retrieved September 27, 2012, from [www.bestpractice.dk/.../knowledge\\_orkers\\_the\\_biggest\\_challenge.pdf](http://www.bestpractice.dk/.../knowledge_orkers_the_biggest_challenge.pdf)

Etzioni, A. 1960; Hall, 1972; Steers, 1975. A Two-Level Competing Values Approach to

- Measure Non-Profit Organizational Effectiveness. Retrieved September 28, 2012, from [http://www.feb.ugent.be/nl/Ondz/wp/Papers/wp\\_08\\_510.pdf](http://www.feb.ugent.be/nl/Ondz/wp/Papers/wp_08_510.pdf)
- Francis, Margaret (2007) "Effective Management" Retrieved September 28, 2012, from [http://changingminds.org/articles/articles/effective\\_management](http://changingminds.org/articles/articles/effective_management)
- Ford, J. and Shellenberg, D. 1982. Measuring Organizational Performance: Metrics for Entrepreneurship Retrieved December 03, 2013, from <http://books.google.com.ph/books?id=hg35tP2rfxoC&pg=PA54&lpg=PA54&dq=measuring+effective+organizational+performance+yuchtman+and+seashore+1967&source=bl&>
- Gabriel, Yiannis (2008) Organizing Words: A Critical Thesaurus for Social and Organization Studies. Retrieved December 03, 2013, from <http://books.google.com.ph/books?id=5W6aub8YXTsC&pg=PA42&dq=managerial+effectiveness+is+a+need+for+multi+tasking>
- George Reena (2000). The impact of organizational culture on personal effectiveness. Retrieved December 03, 2013. From [www.academia.edu](http://www.academia.edu) . The impact of organizational culture
- Gummesson, Evert (1998) "Productivity, quality and relationship marketing in service operations" Retrieved September 28, 2012, from <https://www.iei.liu.se/.../>
- Hacker, M. & Washinton, M. 2003. "Managerial Effectiveness in Indian Organisations: Reexamining an Instrument in an Indian Context": Retrieved September 27, 2012, from <http://rphrm.curtin.edu.au/2011/issue1/indian.html>
- Hafer, John (2006). Job involvement or affective commitment: A sensitivity analysis study of apathetic employee mobility. Retrieved September 28, 2012, from [http://ibam.com/pubs/jbam/articles/vol8/no1/JBAM\\_8\\_1\\_1.pdf](http://ibam.com/pubs/jbam/articles/vol8/no1/JBAM_8_1_1.pdf)
- Hall, Douglas (2002) Career Adaptability. Retrieved September 27, 2012, from <http://knowledge.sagepub.com/view/careers-in-and-out-of-organizations/n7.xml>
- Hashmi, Khurram (2010) Introduction and Implementation of Total Quality Management. Retrieved December 03, 2013, from <http://www.isixsigma.com/methodology/total-quality-management-tqm/introduction-and-implementation-total-quality-management-tqm/>
- Hearn, Wendy (2004) The new effective management theory: a model of the future. Retrieved September 27, 2012, from [http://www.cicsworld.org/blogs/ehill/2006/11/the\\_1](http://www.cicsworld.org/blogs/ehill/2006/11/the_1)
- Heller, Robert (2003) The new effective management theory: a model of the future. Retrieved September 27, 2012, from [http://www.cicsworld.org/blogs/ehill/2006/11/the\\_](http://www.cicsworld.org/blogs/ehill/2006/11/the_)
- Hill, Elizabeth (2006) The new effective management theory: a model of the future. Retrieved September 27, 2012, from [http://www.cicsworld.org/blogs/ehill/2006/11/the\\_ml](http://www.cicsworld.org/blogs/ehill/2006/11/the_ml)
- Iqbal, Adnan (2010) "An Empirical Assessment of Demographic Factors, Organizational Ranks and Organizational Commitment" Retrieved September 28, 2012, from <http://www.ccsenet.org/journal/index.php/ijbm/article/view/4858>
- Jamaludin, Zaini (2011) Developing a "tough to copy" competitive advantage (Organizational commitment) through perceived organizational justice. Retrieved December 02, 2013, from [http://www.globalresearch.com.my/journal/management\\_v01n01/0006%20abstra](http://www.globalresearch.com.my/journal/management_v01n01/0006%20abstra)
- Johnsons, Walter (1999) "Theories on Organizational Commitment" Retrieved September 27, 2012, from [www.ehow.com/info\\_8497160\\_theories-organizationalcommitment.html](http://www.ehow.com/info_8497160_theories-organizationalcommitment.html)
- Kelechikwu, Emmanuel (2012) Mastering the Art of Sustainable business competitiveness. Retrieved December 03, 2013 from <http://books.google.com.ph/books?id=UPmF2y3zN7gC&pg=PA19&lpg=PA19&dq=attitudinal+co>
- Khan, Ayaz (1999) The Dilemma of leadership and Performance Appraisal: Counter Strategies. Retrieved December 02, 2013, from [http://www.qurtuba.edu.pk/jms/default\\_files/JMS/4\\_1/01\\_ayaz.pdf](http://www.qurtuba.edu.pk/jms/default_files/JMS/4_1/01_ayaz.pdf)
- Kotelnikov, Vadim (2005) The new effective management theory: a model of the future. Retrieved September 27, 2012, from [http://www.cicsworld.org/blogs/ehill/2006/11/the\\_t.html](http://www.cicsworld.org/blogs/ehill/2006/11/the_t.html)
- Kuslivan, Salih (2003) Managing Employee Attitudes and behaviour in Tourism Retrieved December 03, 2013 from [http://books.google.com.ph/books?id=eQp1t\\_IHgzWC&pg=PA471&dq=quality+a](http://books.google.com.ph/books?id=eQp1t_IHgzWC&pg=PA471&dq=quality+a)

Lambert, Eric (2004) Job satisfaction and Organizational commitment. Retrieved September 27, 2012, from [http://books.google.com.ph/books/about/Job\\_Satisfaction\\_and\\_Organizational\\_Comm.html?id=jUh-HAAACAAJ&redir\\_esc=y](http://books.google.com.ph/books/about/Job_Satisfaction_and_Organizational_Comm.html?id=jUh-HAAACAAJ&redir_esc=y)

Leadership Academy Article. (November 29, 2011) "Book Review Related to Organizational Effectiveness" Retrieved September 27, 2012, from <http://www.docstoc.com/docs/105857071/ORGANIZATIONAL-EFFECTIVENESS>

Lloyd, Heather (2001) Human resource management, Retrieved September 27, 2012, from [www.esrc.ac.uk/my-esrc/grants/RES](http://www.esrc.ac.uk/my-esrc/grants/RES)

Luthans, Fred et.al (1998) "A Descriptive Model of Managerial Effectiveness" Retrieved September 28, 2012, from [libres.uncg.edu/ir/uncg/f/D\\_Welsh\\_Descriptive\\_1988.pdf](http://libres.uncg.edu/ir/uncg/f/D_Welsh_Descriptive_1988.pdf)

Martinez, Michael (1999) Determining Employee Brand Commitment, Retrieved September 27, 2012 <http://books.google.com.ph/books?id=CikwwK5ghMEC>

Martz, Wes (2008) Evaluating Organizational Effectiveness Retrieved December 03, 2013, from <http://books.google.com.ph/books?id=WubkqsVjXh0C&pg>

Maulida, Nazmi (2013) Speaking Assessment techniques in Teyl , Retrieved February 22, 2014 [http://repository.upi.edu/1711/6/S\\_ING\\_0805384\\_Chapter3.pdf](http://repository.upi.edu/1711/6/S_ING_0805384_Chapter3.pdf)

Mc Crimmon, Mitch (2007) What is Management effectiveness? Retrieved December 05, 2013, from <http://suite101.com/a/what-is-management-effectiveness-a28590>

Metz, I. 2004. The impact of organizational culture on personal effectiveness. Retrieved December 03, 2013. From [www.academia.edu/The\\_impact\\_of\\_organizational\\_culture](http://www.academia.edu/The_impact_of_organizational_culture)

Meyer, M. & Allen, N. 1997. Understanding Work and Employment. Retrieved December 02, 2013 <http://books.google.com.ph/books?id=oNA9jdl8IIUC&pg=PA1>

Meyer, M. & Allen, N. 1997. Organizational Commitment of senior Woman administrators. Retrieved December 02, 2013, from <http://etd.lib.fsu.edu/theses/submitted/etd-07092007-170225/unrestricted/Andrews-LittleDDissertation.pdf>

Mishra, Angle (2005) "Role of Employee Commitment in Organizational Effectiveness" Retrieved September 27, 2012, from [www.delhibusiness.org/V\\_6n2/v6n2i.pdf](http://www.delhibusiness.org/V_6n2/v6n2i.pdf)

Mohanta, Gauranga (2010) Knowledge worker productivity measurement, Retrieved December 02, 2013, from [http://ir.inflibnet.ac.in:8080/jspui/bitstream/10603/55/7/chapter%204\\_mohanta.pdf](http://ir.inflibnet.ac.in:8080/jspui/bitstream/10603/55/7/chapter%204_mohanta.pdf)

Nasr, Linda (2012) The relationship between the three components model of commitment, workplace stress and career path application to employees, Retrieved December 02, 2013, from [http://go.galegroup.com/ps/i.do?id=GALE%7CA289621009&v=2.1&u=per\\_cerl&it=r&inPS=](http://go.galegroup.com/ps/i.do?id=GALE%7CA289621009&v=2.1&u=per_cerl&it=r&inPS=)

O'Connell, David (2004) "Unpacking personal adaptability at work" Retrieved September 28, 2012, from [http://courts.michigan.gov/mji/curricula\\_guide/Unpacking\\_Personal\\_](http://courts.michigan.gov/mji/curricula_guide/Unpacking_Personal_)

Olum, Yasin (2004) Modern Management Theories and Practices, Retrieved Dec. 03, 2013, from <http://unpan1.un.org/intradoc/groups/public/documents/AAPAM/765>.

Porter, Lyman et.al, 1976. Organizational commitment and managerial turnover: A longitudinal study. *Organizational Behavior and Human performance*

Pfeffer, J. and Salancik, G. 1978 *Measuring Organizational Performance: Metrics for Entrepreneurship* Retrieved December 03, 2013, from <http://books.google.com.ph/books?id=hg35tP2rfxoC&pg>

Prokopenko, Mikhail (1987) *Proceedings of the 4th European conference on management*. Retrieved September 27, 2012. From [books.google.com.ph/books?isbn](http://books.google.com.ph/books?isbn)

Rahman, Abdul and Rahim, Abdul (2011) "CAREER STAGES AND ORGANIZATIONAL COMMITMENT: A CASE OF MALAYSIAN MANAGERS" Retrieved September 27, 2012, from [http://www.ijhssnet.com/journals/Vol.\\_1\\_No.\\_8;\\_July\\_2011/13.pdf](http://www.ijhssnet.com/journals/Vol._1_No._8;_July_2011/13.pdf)

Rittenhouse, Dawn (1992) *Productivity Performance of Malaysian Government Linked Companies*. Retrieved December 13, 2013, from <http://ilmuonline.mpc.gov.my/elmucis/document/productivity/Productivity1.pdf>

Robbins, 1990. *Evaluating Organizational Effectiveness* Retrieved December 03, 2013, from <http://books.google.com.ph/books?id=WubkqsVjXh0C&pg>

Samad, Sarminah (2011) "The Effects of Job Satisfaction on Organizational Commitment and Job Performance Relationship: A Case of Managers in Malaysia's Manufacturing Companies". Retrieved September 27, 2012, from [http://www.eurojournals.com/EJSS\\_18\\_4\\_11.pdf](http://www.eurojournals.com/EJSS_18_4_11.pdf)

Saulnier, Deborah (2009) Organizational effectiveness: preparing your workforce to change. Retrieved December 02, 2013, from <http://www.right.com/capabilities/organizational-effectiveness/preparing-your-workforce-for-change-a-strategy-for-success.pdf>

Scholl, Richard (2000) What is Organizational Commitment Retrieved Dec. 05, 2013, from <http://www.uri.edu/research/lrc/scholl/webnotes/Commitment.htm>

Suarez, Fernando et.al (1991) Flexibility and Performance: A literature critique and strategic framework" Retrieved September 28, 2012, from <http://dspace.mit.edu/bitstream/handle/1721.1/2359/SWP->

Subrahmaniyam. MM. (2009) "Performance Management, Measure and Improve the effectiveness of your employees" Retrieved September 27, 2012, from <http://books.google.com.ph/books?id=pyBCeHI3cuMC&pg=PA42&lpg=PA42&dq>

Steers, R. 1977. Evaluating Organizational Effectiveness Retrieved December 03, 2013, from <http://books.google.com.ph/books?id=WubkqsVjXh0C&pg>

Tella, Adeyinka (2007) Work motivation, job satisfaction, and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. December 05, 2013, from <http://www.webpages.uidaho.edu/~mbolin/tella2.htm>

Tella, Adeyinka (2007) Mastering the Art of Sustainable business competitiveness. Retrieved December 03, 2013 from <http://books.google.com.ph/books?id=UPmF2y3zN7gC&pg=PA19&lpg=PA19&dq=attitudinal+co>

Thomas, Beverly & Baron, John (1994) "Evaluating Knowledge Worker Productivity: Literature Review" Retrieved September 28, 2012, from <http://www.dtic.mil/dtic/tr/fulltext/u2/a283866.pdf>

Uline, Cynthia et.al (1998) "School Effectiveness: The Underlying Dimensions" Retrieved September 28, 2012, from <http://edweb.sdsu.edu/people/culine/880/School%20Effectiveness%20.pdf>

Umesh K. Bamel, Santosh Rangnekar & Renu Rastogi, 2011. "Managerial Effectiveness in Indian Organizations: Reexamining an Instrument in an Indian Context": Retrieved

September 27, 2012, from <http://rphrm.curtin.edu.au/2011/issue1/indian.html>

Umoh, Gi (2011) Knowledge Acquisition and Organizational resilience. Retrieved September 27, 2012, from [www.iiste.org/journals/index.php/IKM/article/download](http://www.iiste.org/journals/index.php/IKM/article/download)

Wallen, Norman (1999) How to design and evaluate Research, Retrieved Feb. 22, 2014 from [www.tusculum.edu/faculty/home/mnarkawicz/html/534notes.doc](http://www.tusculum.edu/faculty/home/mnarkawicz/html/534notes.doc)

Walumbwa, Fred et. al, 2005. Employees' perceptions of Lebanese Managers' leadership styles and organizational commitment. Retrieved December 02, 2013, from [http://www.regent.edu/acad/global/publications/ijls/new/vol4iss2/IJLS\\_V4Is2\\_Yahchouchi.pdf](http://www.regent.edu/acad/global/publications/ijls/new/vol4iss2/IJLS_V4Is2_Yahchouchi.pdf)

Williams, 2004. Employees' perceptions of Malaysian managers' leadership styles and organizational commitment Retrieved December 02, 2013, from [http://academicjournals.org/article/article1380558230\\_Marmaya%20et%20al.pdf](http://academicjournals.org/article/article1380558230_Marmaya%20et%20al.pdf) Citation in text: (Marmaya et.al, 2011)

Wright, Bradley and Rohrbaugh, John (2001) "Antecedents and Correlates of Organizational Commitment: Testing the contributions of a four-tier conceptual model" Retrieved September 28, 2012, from <http://www.google.com.ph/url?sa=t&rct=j&q=&esrc>

Yahchouchi, Georges (2009) "Employees' Perceptions of Lebanese Managers' Leadership Styles and Organizational Commitment". Retrieved Sept.27, 2012, from <http://www.regent.edu/acad/global/publications/ijls/new/vol4iss2/I2>

Yuchtman and Seashore, 1967. Measuring Organizational Performance: Metrics for Entrepreneurship Retrieved December 03, 2013, from <http://books.google.com.ph/books?id=hg35tP2rfxoC&pg=PA54&lpg=PA54&dq=measuring+effective+organizational+performance+yuchtman+and+seashore+1967&source=bl&>

Zeffane and Al Zarooni (2012). The languishment of employee commitment in the light of perceptions of fair treatment in the workplace. Retrieved December 03, 2013, from <http://www.sajhrm.co.za/index.php/sajhrm/article/view/436/540>