

Organizational Commitment: A structural study of Construct

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ABSTRACT

Purpose: The psychological bond of an employee towards its organisation impacts the job performance, behaviour, turnover and absenteeism of the employee. This attachment of the employee towards its organisation has been studied by various researchers over the past decades. This paper aims to study the possible antecedents and their possible consequences of Organisational Commitment.

Originality/Value: A theoretical model has been developed based on the previous literatures.

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Introduction

There are some pertinent questions which need to be asked when we talk about a modern day organization. Questions can be - Why some people like to stay within the similar organization for their entire life? What binds an employee to the organization? What are the common factors to the employees, who feel the need to change the organization? All these questions are focused to observe organizational commitment.

Each employee working in any organization is consequently a part of some group. This relationship between the group and the employee is being measured when we study organizational commitment. Every employee varies how emphatically he/she is committed to an organization.

Objectives of the Study

- To review the construct of Organizational Commitment (OC) through previous studies.
- To study the antecedents of OC in the organizational context.
- To study the consequences of OC in the organizational context.
- To propose a model of OC incorporating antecedents and consequences in the organizational context.

Construct of Organizational Commitment

Organizational Commitment is characterized with different definitions in the previous literatures, a significant number of these definitions have been featured in this study. The Business Dictionary (2013), has defined organizational commitment as the quality of the responsibility that an employee feels towards the organization. Organizational commitment has a significant spot in the investigation of organizational behaviour as the conclusions of a lot of researches have supported the associations between organizational behaviours and the organizational commitment in the working environment (Porter et al., 1974).

The “exchanged-based definition” or “side-bet” theory of organizational commitment given by Becker (1960) declares that individuals, regardless of the taxing conditions they may undergo, are dedicated to the organization as far as they hold their positions; however, if given a better opportunity, the employees might choose to leave the organization. Porter et al. (1974) explains organizational commitment as the employees’ devotion towards the organization with an intention to stay with it; an identification with the organization’s goals and values; and an inclination to put additional efforts on their behalf. Meyer, Allen, and Smith (1993) claim that the three types of commitment, normative, emotive and continuance

commitments, are a mental state, determining the relationship of the employees with the organizations and their intention to stay with it.

According to Balay (2000, p.15), organizational commitment is a feeling of bond and attachment which links the employees and the organizations and unite them around a common value and goal. Commitment is a strength that holds together an individual to a sequence of action that is relevant to one or more goals (Cohen (2003). Cohen’s describes commitment that relates to the definition of organizational commitment proposed by Arnold (2005) as the comparative strength of recognition of an employee and their participation in the organization. According to Batemen and Strasser (1984) organizational commitment must be studied for its relationship with the effectiveness of the employees’ behaviours and performance; with the employees’ attitudinal and affective issues such as job satisfaction; the employees’ job and role characteristics; as well as the individual attributes of the employees such as age, and tenure of the job” (p. 95-96).

Dimensions of organizational commitment

Early meanings of Organizational commitment presents the idea as a solitary measurement, jogged on an attitudinal measurement, including involving identification, involvement, and loyalty of the employees towards the organization (Porter et al., 1974). Cohen (2003) alludes to the idea of organizational commitment’s improvement in the writing on industrial and organizational psychology. Porter et al. (1974) characterize commitment dependent on distinguishing proof and association of the employees with the organization, proposing that commitment is brought about by tolerating the objectives and goals of organization; the inclination to participate with the organization to satisfy its objectives, and the intention to stay with the organization. Porter et al. are thus considering organization as a uni-dimensional idea dependent on the emotive commitment. Mowday (1998) proclaims that ongoing researchers changed the basic impression of organizational commitment as a uni-dimensional idea to a more profound comprehension of organizational commitment as a multi-dimensional idea (p. 389-390). In their initial definition, Meyer and Allen (1984) characterize organizational commitment as a two-dimensional idea, including affective and continuance commitment; affective commitment alludes to the employees’ relationship with and connection to the organization while the continuance commitment is the employees’ inclination to be focused on the organization because of the cost they need to pay for leaving the organization. Thereafter, Allen and Meyer (1990) improved their model into a three-dimensional model by including another third component of normative commitment which is the feeling of commitment of the employees to stay with an organization. In this sort of commitment, the employees figure their staying and



working in the organization as their obligation and duty. According to Meyer and Herscovitch (2001) what is mutual in every above definition is that commitment is characterized as a psychological status that demonstrates the connection between organization and their employees, and suggests the employees' choice to remain in or leave the organization (p. 305).

Solinger, Van Olffen, and Roe (2007) led a basic theoretical investigation of the three-dimensional model of organizational commitment (TCM) presented by Meyer and Allen (1991, 1997). The attitude-behaviour model by Eagly and Chaiken (1993) was used, and inferred that "three-component model combines fundamentally different attitudinal phenomena." They suggest that organizational commitment must be viewed as just as an affective commitment demonstrating the mentality towards the organization, while the normative and continuance commitment highlights the attitudes towards explicit types of behaviours, specifically the intention to stay with the organization, which could possibly be the consequence of the attachment of employees' with the organization.

Antecedents of OC

According to Mowday et al's. (1982) following are the Antecedents of Organizational commitment can that can be classified into four categories:

1. **Personal Characteristics:** They comprise of statistic factors like age, sexual orientation, tenure, and other individual characteristics. A strong association was constituted between age and tenure as a single variable and commitment as the other. The same relationship was confirmed by March and Simon (1958); and also conclude that with an increase in the age and tenure of the employee the alternative opportunities of their job decreases, and this limitation would increase the prominence of the employers. In contradiction to tenure and age, a negative relationship was found between commitment and education level as a consequence to the expectations of the employees that are highly qualified not being fulfilled by the organization. As far as the connection between the organizational commitment and sexual orientation of the employees' is concerned, Angle and Perry (1981) have discovered that the female employees are more dedicated than male employees. The participation in the organization is significantly more imperative to female employees, as there are more challenges faced by the females for success when compared to males (Grusky, 1966).
2. **Job related attributes:** The second gathering of the viable factors on organization commitment is the job of the employees and their characteristics. There are three

parts of job characteristics that possibly consequences for the employees' commitment, namely, job challenges, job distinctness, and conflicts in job.

3. **Fundamental Characteristics:** According to Steers (1977), there are four factors which decide the fundamental attributes which consolidate the measure of the organization, the degree of supervision, cohesion of the job and centralization.
4. **Work experience:** Work experience acts as an essential factor in the system of socialization, and socialization thus impacts the emotional relationship of the employee to the organization. As and when the employee understands their value to the organization, they will feel progressively committed to the association (Buchanon, 1974).

According to Allen and Meyer's view (1990) following are the Antecedents of all three dimensions of Organizational commitment:

The antecedents of affective commitment consists of, clarity of the role, management receptiveness, clarity of the goals, participation, feedback, peer cohesion, goal struggle, equity, job challenge, personal importance, and dependability.

The work experience consists of the above mentioned factors and are classified as:

1. The factors that give the sense of mental and physical ease to the employees are related with their commitment consisting namely, justice in compensation, backing and dependability of the organization, style of leadership, authentication of expectations, clarity of the role and getting freed from conflict.
2. The elements that help the employees' sentiment of competency are self-sufficiency, equity of rewards based on performance, job challenge, job promotions, participation in decision making, and individual significance to the organization. The antecedents of continuance commitment include the all-out speculation of the employee in the organization which incorporates expertise, re-locations, training and individual's energy and time spent on learning (that are not transferable) on one hand and catching the likelihood of other job alternatives on the other. The employees' detecting the nonappearance of job opportunities outside the organization has the most significant association with Organizational Commitment (Allen and Meyer, 1990, p. 1-18).

The normative commitment's antecedents includes the experience of the employees before and after entering the

organization. Work awareness, religious beliefs and intimate inter-group relationship lead to emotional attachment, the feeling of connection of employees with the organization, and also their socialization. According to Meyer and Allen¹ (1991) While, normative commitment may likewise assemble when the organization gives headway employees' rewards. Distinguishing the assets of the organization may prompt a temperamental condition in the relationship of the organization and employees which powers the employees to respond by their devotion to the organization till the compensation is rewarded.

According to Maithieu (1991) following are the Antecedents of Organizational commitment:

Mathieu (1991) categorizes the antecedents to organizational commitment and job satisfaction into four heads namely, individual variables and group attributes, job description, state of role.

According to Mayer and Schoorman and March and Simon's views (1998) following are the Antecedents of Organizational commitment:

Mayer and Schoorman (1998) and March and Simon (1958) considered the antecedents of organizational commitment stating a significantly positive correlation between tenure, retirement allowance, age with continuance commitment as opposed to value commitment. A negative correlation between continuance commitment and education was established when compared to value commitment. There was a positive correlation between participation, role ambiguity, job involvement and job prestige and with value commitment as opposed to continuance commitment.

Different Levels of Commitment

There are different dimensions of individual commitment dependent on distinctive periods of commitment in people. Generally the dimensions of commitment can be categorized into low, moderate, and high levels of commitment. As indicated by Reichers (1985), the low levels of commitment recommends the absence of acknowledgment of objectives and estimations of the organization and employees' aim to stay with the organization. The moderate commitment levels recommends a sensible acknowledgment of objectives of the organization and the intent of the employee to stay with the organization. Lastly, the low commitment levels proposes a solid acknowledgment of objectives of the organization and the expectations of the employees to stay with the organization.

Less turnover and absenteeism was perceived for the employees with high commitment levels (Blau and Boal, 1987). While employees with lower commitment levels have

less intention to stay with their organization (Porter et al., 1974). A healthier relationship of the employees with higher levels of commitment was observed with their teams when compared to their organization (Meyer and Allen, 1997). Meyer et al. (1993) claim age, levels of commitment of the employee and time spent in the organization by the employees had a positive relationship between them.

Consequences of OC

Job satisfaction: Using nine items from the OCQ and a six-facet degree of job satisfaction, Vandenberg and Lance (1992) observed four possible relationship between job satisfaction and organizational commitment. According to Balfour & Wechsler, 1990, 1991; Cook & Wall, 1980; Green et al., 1996; Major et al., 1995; McFarlin & Sweeney, 1992; Mowday et al., 1979 there existed a positive relationship between job satisfaction and organizational commitment, using a variety of satisfaction and commitment measures.

And therefore according to these past researches, we projected life and job satisfaction would yield the same positive relationship with both organizational commitment measures.

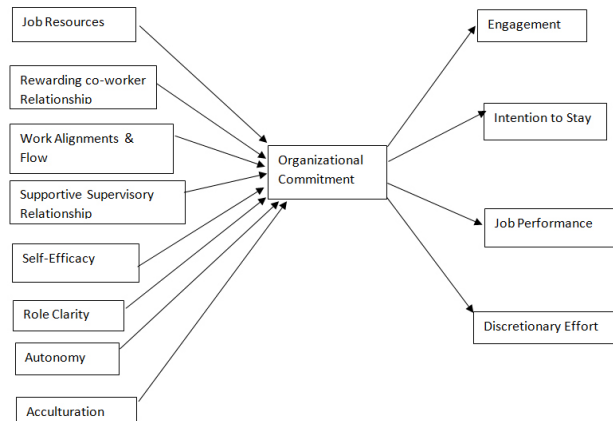
Intentions to turnover: The previous studies by Blau and Boal (1989), Mobley (1977), Mowday et al. (1979), Vandenberg et al. (1994) conclude a negative relationship between organizational commitment and intentions to turnover using nine items from the organizational commitment scales.

However, Vandenberg et al. suggested a positive relationship between compliance commitment (O'Reilly & Chatman, 1986) and intent to turnover. Balfour and Wechsler (1991) using O'Reilly and Chatman's (1986) commitment measure also confirmed both these direct relationship between compliance commitment and intent to turnover and the inverse relationship for the various commitment. Finally, Balfour and Wechsler (1996) stated a negative correlation between all three components of the organizational commitment and intent to turnover.

Job involvement: Using a six-item measure of job involvement by Kanungo (1982) and nine items from the OCQ, Blau and Boal (1989) concluded a positive relationship between organizational commitment and job involvement. Similarly, a positive relationship between all three components of commitment and job involvement was stated by Cook and Wall (1980). Mowday et al. (1979) suggested a positive correlation between the OCQ and job involvement for four different samples. Therefore these past studies reconfirm a positive relationship between both measures of commitment and job involvement.

Conclusion

Proposed Model For The Study



Job resources: These are the physical, mental, social, or authoritative parts of the job that are useful in accomplishing work objectives; decreasing job demands and the related physiological and mental cost; fortify self-improvement, learning, and development. According to the Herzberg's two factor theory, there are some factors in the workplace that are pre-requisite for job satisfaction among employees.

Rewarding Co-worker relationship: The relationships of an employee with their co-workers can affect their job satisfaction. As most of their time is involved at work hence the collaboration with workers can affect the performance of the employee to a great extent and also helps to bridge the gap between employees and firms.

Work Alignment & Flow: This concept helps to create a balance between the personal and organizational goals. It is a practise where an employee seek out to enhance learning and to explore their own interests along with the job assigned to them.

Supportive Supervisory Relationship: Effective supervisors are positive leaders who by building trust and producing energetic help from their subordinates, genuine pioneers can enhance individual and group execution. These kinds of supervisors promote openness by developing honest relationships.

Self-Efficacy: Self-efficacy refers to the belief an employee has in his or her ability to execute behaviours necessary to complete the required job to be done. Employees with high self-efficacy put in more efforts to achieve desired outcomes.

Role Clarity: It is utmost important for an employee to understand the job assigned to him/her and the outcomes expected out of him/her. The employee should be competent enough to complete the work given. There should be no scope for role ambiguity.

Autonomy: *Autonomy* is a Greek word, *auto* meaning "self" and *nomos* meaning "custom" or "law". A degree or level of freedom and discretion allowed to an employee over his/her job. Generally, jobs with great degree of self-sufficiency produce a sense of accountability and greater satisfaction in job in the employee. Not every employee chooses a job with great responsibility.

Acculturation: Cultural alteration of a person or a group by adapting to or using behaviours from another culture.

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Annexure 1

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Reviewers Comment



Reviewer's Comment 1: The research is quite significant. Each employee working in any organization is consequently a part of some group. This relationship between the group and the employee is being measured when we study organizational commitment. The study is useful in studying the antecedents and consequences of organizational context and in proposing a model.

Reviewer's Comment 2: The paper is conceptual in nature. And findings have been made and model has been developed on the basis of review of literature only. An empirical analysis could have been added to provide a strong base to the findings.

Reviewer's Comment 3: The paper is over all presented in a structured manner. A good number of supportive existing literatures are provided in the study. Overall the paper offers a strong basis for further study in the area.



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Editorial Excerpt



The article has 12% of plagiarism which is the accepted percentage as per the norms and standards of the journal for the publication. As per the editorial board's observations and blind reviewers' remarks the paper had some minor revisions which were communicated on a timely basis to the authors (Madhulika & Aakanksha) and accordingly all the corrections had been incorporated as and when directed and required to do so. The comments related to this manuscript are noticeably related to the theme "**Organizational Commitment**" both subject-wise and research-wise. The present research article studies the possible antecedents and their possible consequences of Organisational Commitment and develops a theoretical based on the previous literatures. Overall, the paper promises to provide a strong base for the further studies in the area. After comprehensive reviews and editorial board's remarks the manuscript has been categorised and decided to publish under "**Review of Literature**" category.

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The acknowledgment section is an essential part of all academic research papers. It provides appropriate recognition to all contributors for their hard work and effort taken while writing a paper. The data presented and analyzed in this paper by (Madhulika & Aakanksha) were collected first handily and wherever it has been taken the proper acknowledgment and endorsement depicts. The author is highly indebted to others who had facilitated in accomplishing the research. Last but not least endorse all reviewers and editors of GJEIS in publishing in a present issue.

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