



## INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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## A CONCEPTUAL FRAMEWORK FOR ORGANIZATIONAL COMMITMENT FACTORS

**P. NA. KANCHANA**  
**ASST. PROFESSOR (SR. GRADE)**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**J J COLLEGE OF ENGINEERING & TECHNOLOGY**  
**TRICHY - 9**

**DR. N. PANCHANATHAM**  
**PROFESSOR & HEAD**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**ANNAMALAI UNIVERSITY**  
**CHIDAMBARAM**

### ABSTRACT

*Organizational commitment is the degree to which the employee feels devoted to their organization. This article highlights the importance and meaning of organizational commitment for effective performance of an organization. As we mostly base our concepts on our own perceptions, the meaning of organizational commitment, and its importance, differs from one person to another, especially when we originate from different religious and cultural backgrounds. The authors explain their concept of organizational commitment, and the Framework for various factors of organizational commitment which play a vital role to build organizational effectiveness. With the high costs involved in employee selection and recruitment, companies are increasingly concerned with retaining employees. Generating employee commitment is an important consideration for large and small organizations.*

### KEYWORDS

Organizational commitment, Role clarity, Job Satisfaction, Turnover, Intention to leave.

### INTRODUCTION

Organizational commitment is the total capacity to act in ways that meet the organization's goals and interests. Organizational researchers and social psychologists view commitment quite differently. In recent years, researchers have argued that the changing nature of employment relationships has heightened the importance of understanding the dynamics of

Commitment in organizations (Hislop 2003; Dick, Becker and Mayer 2006). For example, scholars have increasingly suggested that commitment is a necessary variable that drives individual action (Cooper-Hakim and Viswesvaran 2005; Herrbach 2006). It is also commonly theorized that the level of commitment is a major determinant of organizational level outcomes such as organisational citizenship behavior (Coyle-Shapiro and Kessler 2000); performance (Meyer, Pannonen, Gellatly, Goffin and Jackson 1989; DeCotiis and Summers 1987); controllable absenteeism (Meyer and Allen 1997); and psychological contract (Guest and Conway 1997). Organizational researchers study **attitudinal commitment**, focusing on how employees identify with the goals and values of the organization. This is commitment viewed primarily from the standpoint of the organization. Social psychologists study **behavioral commitment**, focusing on how a person's behavior serves to bind him to the organization. Employees are not only committed to the organization to a greater or lesser degree, but as individuals with multiple roles also have other commitments. These include such obvious connections as those of family or community, but they also embrace membership in occupational communities or in other association. This article highlights the importance and meaning of organizational commitment for effective performance of an organization.. As we mostly base our concepts on our own perceptions, the meaning of organizational commitment, and its importance, differs from one person to another, especially when we originate from different religious and cultural backgrounds. The authors explain their concept of organizational commitment, and the Framework for various factors of organizational commitment which play a vital role to build organizational effectiveness. With the high costs involved in employee selection and recruitment, companies are increasingly concerned with retaining employees. Generating employee commitment is an important consideration for large and small organizations.

### OBJECTIVES

- To study the meaning, types and consequences of organizational commitment
- To build new framework for organizational commitment factors
- To analyze the factors influencing organizational commitment

### ORGANIZATIONAL COMMITMENT

**Organizational commitment** in the fields of Organizational Behavior and Industrial/Organizational Psychology is, in a general sense, the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes, such as job satisfaction, defined as an 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** as defined by the BNET, Business Dictionary, available at <http://dictionary.bnet.com/definition/organizational+commitment.html> is:

- The commitment of an organization to given goals and objectives, as demonstrated through its stated goals and policies, and its actions and allocation of resources
- The degree of employee commitment within an organizational workforce

Mowday, Steers and Porter (1979), defined commitment as 'the relative strength of an individual's identification with, and involvement in a particular organisation' Organizational commitment involves both organizational and supervisory commitment and is directed by organization attributes such as values and organizational behaviors (Morrow, 1993).

Supervisory commitment is defined as the strength of identification with the supervisor and the internalization of the supervisor's values. Identification occurs when the subordinate admires certain attributes of the supervisor, such as attitudes, behaviors, and accomplishments.

Internalization occurs when the subordinate adopts the attitudes and behaviors of the supervisor because the supervisor's attitudes and behaviors are congruent with the subordinate's value systems (Becker, 1992; Gregersen & Black, 1993).

**Herscovitch and Meyer** define (2001) organizational commitment as 'the degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed'. Loyalty is argued to be an important intervening variable between the structural conditions of work, and the values, and expectations, of employees, and their decision to stay, or leave.

## REVIEWS RELATED TO FRAMEWORK

**Gormley DK, Kennerly S (2011)** The study was to examine how organizational commitment is influenced by organizational climate and nurse faculty work role in departments/colleges of nursing. Descriptive analyses were used to summarize institutional and nursing program data. ANOVA and t-tests were performed to determine differences between faculty information and study variables. A significant difference was found between teaching work role, and role ambiguity, role conflict and organizational climate. The study's findings offer interesting insights into the dynamic relationships between organizational commitment and climate, work role balance, role ambiguity, and role conflict.

**M. Turan Cuhandar (2008)** The main object of this paper is to analyse the sectoral perception and difference of role conflict and role ambiguity with job satisfaction and organizational commitment. This study was conducted with employees from both public and private sector firms in the Mediterranean Region of Turkey. The data gathered from 219 employees was analyzed to test the three hypotheses of the study. Findings indicated that role conflict and role ambiguity, job satisfaction and organizational commitment are different in public and private sector:

**Maria Vakola, Ioannis Nikolaou (2005)** The current study explores the linkage between employees' attitudes towards organizational change and two of the most significant constructs in organizational behavior; occupational stress and organizational commitment. A total of 292 participants completed ASSET, a new organizational Screening Tool, which, amongst other things, measures workplace stress organizational commitment and a measure assessing attitudes towards organizational change. The most significant impact on attitudes to change was coming from bad work relationships emphasizing the importance of that occupational stressor on employees' attitudes towards change. The results did not support the role of organizational commitment as a moderator in the relationship between occupational stress and attitudes to change.

**Christian Vandenberghe and Michel Tremblay (2008)** This paper reports the results of a two-sample study—a sample of medical reps from pharmaceutical companies (N = 232) and a sample of respondents from multiple organizations (N = 221)—of the relationships between pay satisfaction, organizational commitment, and turnover intentions. Pay satisfaction is also significantly related to normative commitment but the latter has no influence on the outcome. Finally, in the sample of medical reps, pay satisfaction significantly reduces commitment based on lack of employment alternatives, a finding that is interpreted in light of the characteristics of pay systems in pharmaceutical companies. Future directions on compensation satisfaction and commitment research are discussed.

**Eric G. Lambert, Nancy L. Hogan, and Shanhe Jiang (2008)** Correctional staff are the backbone of any correctional organization, and building organizational commitment among employees is critical for an effective organization. Although there is a small but growing body of literature on the antecedents and consequences of organizational commitment, there has been little discussion on the various types and levels of commitment and whether results differ depending on the form of commitment being measured. This study reviewed the three major types (i.e., affective, moral, and continuance) and two levels (i.e., agency and institutional) of organizational commitment.

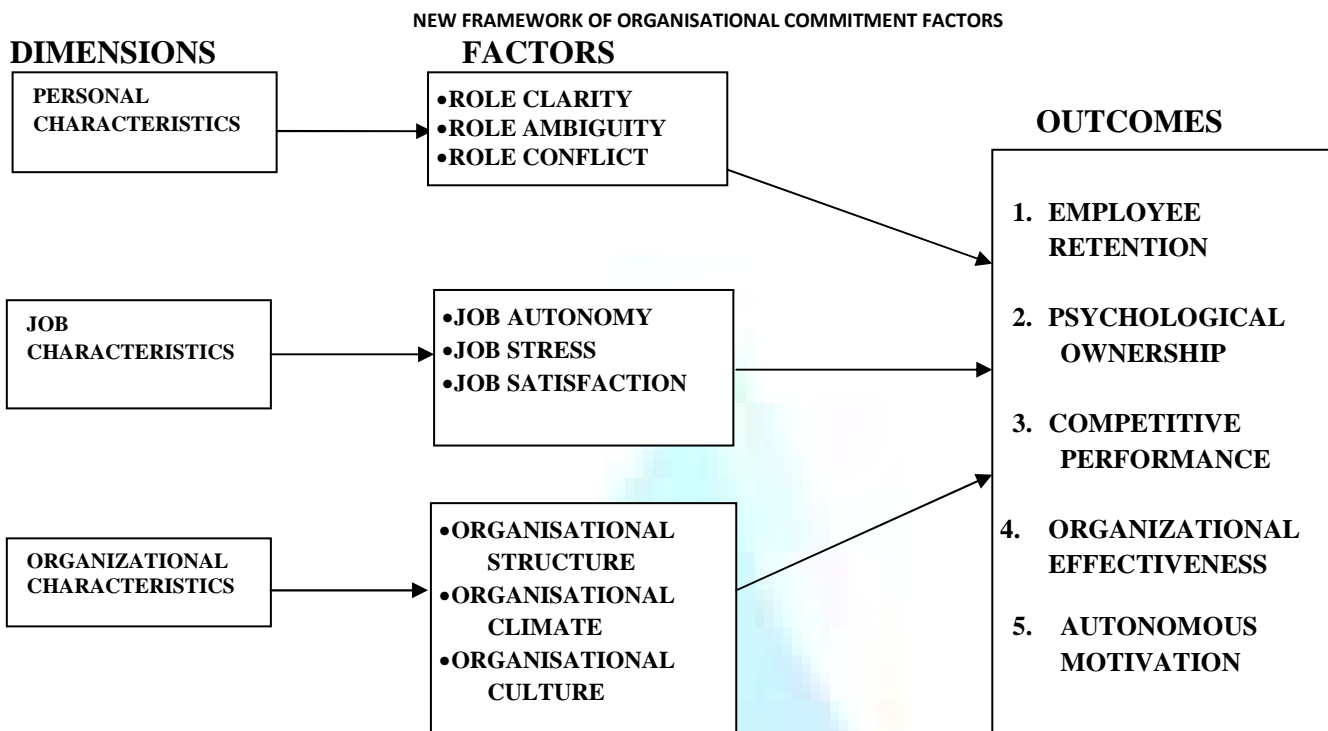
**Ki-Joon Back, Choong-Ki Lee, and JeAnna Abbott (2010)** This study examined the relationship between the following key variables: internal service quality, self-efficacy, job satisfaction, self-esteem, and organizational commitment. The study sought to identify ways to improve casino employees' job satisfaction, further enhance employees' organizational commitment, and possibly decrease job turnover intention.

**Donald P. Moynihan and Sanjay K. Pandey (2007)** This article draws on a sample of state government health and human service managers to develop and test a model of work motivation. The authors examine the effect of individual attributes, job characteristics, and organizational variables on three aspects of work motivation: job satisfaction, organizational commitment, and job involvement. A number of variables are important for work motivation, including public service motivation, advancement opportunities, role clarity, job routineness, and group culture.

## TYPES OF ORGANIZATIONAL COMMITMENT



As the above figure shows, Meyer and Allen (1997) identified and represented three forms of commitment: **affective, continuance, and normative**. **Affective** commitment is an individual's emotional attachment with (i.e. identification with and involvement in), the organization. **Continuance** commitment refers to the individual's recognition of the benefits of continued organizational membership versus the perceived cost of leaving the organization. Finally, **normative** commitment refers to the employee's feeling of obligation to stay in the organization. All three forms of commitment affect not only employees' willingness to remain with an organization, but their work related behavior as well.



Organizational commitment framework provides insight to view commitment as three dimensions, namely personal characteristics, job characteristics and organizational characteristics. The factors like role clarity, role ambiguity and role conflict are included in the personal characteristics.

Task identity, job stress and job satisfaction are taken in job characteristics whereas organizational characteristics contains organizational structure, Organizational climate and organizational culture. This framework will provide new insight to view the organizational commitment by analyzing the reviews related to the factors.

According to **Charles H. Schwepker, Jr (2001)** salespeople's perceptions of a positive ethical climate are positively associated with their job satisfaction, organizational commitment and turnover intention of Salesforce

**Michael P. O'driscoll, Jon L. Pierce, and Ann-Marie Coghlan** was reasoned that low levels of work environment structure permit employees to exercise more personal control, have greater knowledge (of their job and organization), and invest themselves more extensively into their work. Hence, less structured work environments are more conducive to the development of feelings of psychological ownership for the job and organization than are more highly structured work environments that allow less personal control. Results from this investigation suggest that psychological ownership (especially feelings of ownership for the organization) mediates the relationship of work environment structure with employee citizenship behaviors and organizational commitment.

**Eric Lambert and Nancy Hogan** reveals the results through multivariate ordinary least squares regression equations generally supported the proposed path model, and indicated age, job satisfaction, and organizational commitment directly influence turnover intent, whereas gender, job satisfaction, role conflict, role ambiguity, role overload, input into decision making, and organizational fairness indirectly affected employees' decisions to leave the job.

**Brian G. Whitaker, Jason J. Dahling, and Paul Levy** develops a model that demonstrates that subordinates who perceive a supportive feedback environment display increased feedback seeking, higher role clarity, and higher performance ratings. The results show that there is a positive relationship that exists between role clarity, role overload and organizational commitment.

**Donald P. Moynihan and Sanjay K. Pandey** examined the effect of individual attributes, job characteristics, and organizational variables on three aspects of work motivation: job satisfaction, organizational commitment, and job involvement and reveals that there is a positive relationship between motivation and commitment.

**Helena M. Addae and K. Praveen Parboteeah** also predicted that job satisfaction would mediate the relationship between organizational commitment and turnover intentions. Finally, it was hypothesized that job alternatives will moderate the relationship between job satisfaction and intention to quit.

**According to Baek-Kyoo Joo and Taejo Lim** Employees exhibited the highest organizational commitment when they perceived higher learning culture and higher job complexity.

**Hester Hulpia, Geert Devos, and Hilde Van Keer** The implications of the findings are that to promote teachers' organizational commitment teachers should feel supported by their leadership team and that this leadership team should be characterized by group cohesion, role clarity, and goal orientedness

**Robert C. Dailey** findings indicated that job satisfaction, work autonomy, job involvement and feedback from the work itself were strong predictors of organizational commitment

**The researchers Nancy L. Hogan, Eric G. Lambert, Morris Jenkins, and Suzanne Wambold** analyzes the relationship and the results based on ordinary least squares regression indicates, role ambiguity, role conflict, work on family conflict and organizational commitment had statistically significant effects.

As per the researchers view role clarity is positively related to organizational commitment and role ambiguity and role conflict is negatively related to organizational commitment. Job autonomy and job satisfaction are positively correlated to organizational commitment whereas job stress is negatively correlated to organizational commitment

Proper organizational structure and organizational culture brings organizational commitment and effective organizational climate helps to attain organizational effectiveness.

#### OUTCOMES OF NEW ORGANIZATIONAL COMMITMENT FRAMEWORK

- Managers often become interested in commitment because they want to reduce voluntary turnover. Thus, when managers spot declining commitment, they should also expect subsequent voluntary turnover.
- Organizational commitment helps in achieving a high performance workplace requires the integration of work, people, technology, and information with an enterprise's strategy and culture. This integrated approach will help focus the effective use of all available resources on the prime task of achieving organizational objective and will have an impact on the performance of individuals, work teams and the total organization.



- Organizational commitment received attention as work-related attitudes and subsequent predictors of work-related outcomes enhances organizational effectiveness, psychological ownership for the organization and performance, lower role conflict and role ambiguity and an employee's readiness for change
- Determining the quality of work life (QWL) of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment. Seven QWL variables were examined namely growth and development, participation, physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with organizational commitment.
- Commitment is one of the original 4-Cs (Commitment, Congruence, Competence, Cost effectiveness) in the influential Harvard model of HRM organizational commitment is regarded as an immediate and, perhaps, the most critical outcome of human resource strategy.
- Organizational commitment is largely influenced by organizational policies/practices and organization's seriousness towards its employees which is the key factor in achieving competitive performance.
- Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Job satisfaction is so important that its absence often leads to lethargy and reduced organizational commitment
- Commitment leads to increased autonomous motivation, which will lead to the setting of more difficult goals, greater effort, and higher performance. motivation is a basis for organizational commitment; it is the nature of the motivation to work that will lead to the development of certain types of commitment to an organization

## CONCLUSION

It is very important to study whether employees are satisfied, because it is intuitively believed that workers who are more satisfied will likely exhibit more positive feelings, thoughts, and actions toward their job. Similarly, studying about whether employees are committed to the organization that they work for is important. By definition, organizational commitment refers to "an attitude that reflects the strength of the linkage between an employee and an organization" The authors explained the concept of organizational commitment, and the Framework for various factors of organizational commitment which play a vital role to build organizational effectiveness. Organizational Commitment reduces the high costs involved in employee selection and recruitment; companies are increasingly concerned with retaining employees. Generating employee commitment is an important consideration for large and small organizations. Organizational commitment outcomes are also analyzed.

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