

Employee Commitment: A Critical Review

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ABSTRACT:

Previous studies on organizational commitment that examined factors influencing employees commitment indicated several major variables having a significant relationship with employee's commitment. Variables such as demographics, job satisfaction, attrition, organizational engagement and HRM practices such as employee development, performance management and compensation. This paper provides an extensive review of the different motives, domains and targets of employee commitment through an extensive content analysis of the past researches.

Key Words: Organizational Commitment, Organizational Constructs, Employee Outcomes, Content Analysis

1. INTRODUCTION

Organizational commitment is denoted by the employee's willingness organizational success.

Employers frequently raise concerns about their desire to have a committed workforce to enhance their organizational performance. Academics respond by conducting an extensive amount of empirical research to establish the relationship between employee commitment and organizational effectiveness.

Previous studies that examined factors influencing employees' commitment indicated several major variables such as demographics, leadership, satisfaction, organizational engagement and HRM practices such as employee development, performance management and compensation. Most of these studies have confirmed that employees are not currently committed to their work. Employees

keep moving from one organization to the other resulting in high turnover.

On the other hand, is the example of Taj Mahal Palace Hotel, Mumbai, India and its unsung heroes, the committed and customer centrist work force present in the hotel at the time of terror attack 26/11/2008. The heroic response by the employees who stayed at their post jeopardizing their own safety in order to save the guests, is now studied as a case study at Harvard Business School that focus on the staff's selfless service and commitment to the organization's core value of customer service and how they went beyond their call of duty to save guest's lives. (R. Deshpande, A. Raina, 2011)

2. LITERATURE REVIEW

For an organization to survive in this century, leaders of the organization must offer a greater sense of meaning and purpose for their

employees to enjoy working in the organization. In today's highly competitive environment, employees don't only look up for increment in pay to be committed but issues such as good leadership style, well structured organizational culture and other factors also have an influence on their level of commitment. Based on previous studies, the researchers develop a conceptual framework to suggest a relationship between organizational commitment and other organizational constructs.

2.1. EMPLOYEE COMMITMENT: BACKGROUND

Buchanan, 1974: Defines commitment as "loyalty, identification, and involvement with some apt objective". In an organizational environment, such a loyalty comprises of feelings of attachment, which develops as employees share values in common with other members of the team and organization as a whole.

Pfeffer, 1998: previous researches on managerial performance as these reveals that "committed employees are more motivated and dedicated towards meeting and achieving organizational goals."

Kanter R., 1999: Suggests that, in order to build commitment to change, managers should allow employees to participate; provide a clear picture or vision of the future; share information; demonstrate commitment to the change; tell employees exactly what is expected of them; and offer positive reinforcement. This kind of information sharing helps alleviate the feelings of uncertainty in the minds of the employees. They get more clarity about their roles and the future direction of the organization.

Stum D.L., 1999: Argues that employee commitment reflects the quality of the leadership in the organization. Therefore it is logical to assume that leadership behaviour has a significant relationship with the development of organizational commitment.

Gaertner S., 2000: Highlighted that "more flexible and participatory the management styles are more strong and positive is the organizational commitment". Thus, Organizations need to develop strategies such that the leadership styles should be aimed at enhancing employee commitment rather than compliance as is the case of autocratic leadership style.

Swanepoel, et al, 2000: emphasized on the leadership styles. They stated that those leadership styles that encourage employee commitment are the requirement of an organization not only to successfully implement business strategies, to achieve their goals, gain competitive advantage but also to optimize their human capital.

Eisenberger et al., 2001: Emphasizes that commitment is feeling of emotional attachment with something or someone. This attachment might be mental or intellectual with a person, group or with organization.

Zeffanne R., 2003: Stated that "the issue of employee commitment, morale, loyalty and attachment may be addressed not only by providing motivators, but also by removing demotivators such as styles of management which are not suited to their context and to contemporary employee aspirations and objectives". Hence, a leadership or management style that encourages employee involvement and engagement can lead to satisfy an employee's aspiration for empowerment and

an organization's demand for a workforce committed to organizational goals.

2.2. VARIABLES EFFECTING AND MODERATING EMPLOYEE COMMITMENT

O.A. Aina and Verma, 2017: Demographic variable age moderated the leadership style and organizational commitment of the middle managers.

Pei-Kuan Lin, Bich Thi Ngoc Pham, Shao-Yu Li and Pao-Cheng Lin, 2015: This study sought to investigate relevant issues concerning the influences of leadership styles, job satisfaction, and job characteristics on Vietnamese public servants' organizational commitment. Among them, only leadership styles and job characteristics were found to have strong impacts on organizational commitment.

W. Wu, X. y. Dong, F. c. Tang, S. x. Wu, L. Chun-lei and J. z. Peng, 2014: (1.) Both affective organizational commitment and affective commitment to immediate supervisor mediate the relationship between perceived voice and turnover intention. (2.) Benevolent leadership, an important leadership, not only moderates the relations between perceived voice and affective organizational commitment, also predicts affective commitment to supervisor.

S. Idrus, S. Omar, F. Noordin, Y. H. N. M. Naziman, A. Masnan and J. Baistaman, 2012: The study was conducted to investigate the levels of the eight components of organizational climate study and 3 components of organizational commitment, which are on Organizational Design, Communication among workers, Leadership style, Teamwork, Decision Making, Work Culture, Job

Satisfaction, Motivation, Affective Commitment, Continuance Commitment and Normative Commitment in XYZ Group in Jakarta Indonesia. The result of this study shows that there is moderate relationship between all the aspects of organizational climate and organizational commitment components.

Y. Wang, G. Lin and Y. Yang, 2011: They found that organizational socialization influenced job satisfaction, organizational commitment and employee job performance positively. Besides, job satisfaction and organizational commitment influenced employee job performance positively. As anticipated, the intervening effect of job satisfaction and organizational commitment between organizational socialization and employee job performance was significant.

W. Guangling, 2011: The empirical study result indicates that transformational leadership has positive predictive effect on the staff contextual performance, which is realized under the role of organizational commitment intermediaries.

S. Z. R. Rizvi, M. Waseem, A. Nisar, S. K. R. Naqvi and N. Ehsan, 2011: Organizational culture strongly affects the organizational commitment of employees. Healthy organizational culture and environment bounds the employees to that organization which also results in decrease in turnover. Psychology plays a vital role in employee's commitment to the organization. There are many factors of organizational culture which are having direct relation with the employee's commitment. In this research three factors; participative environment, diversity and flexibility are studied with their impact on organization culture. Results of the present study show that participative environment has

maximum impact and flexibility is the least influencing factor of the organizational culture.

Pei-Chen Chen and Shih-Chieh Fang, 2011:

This study seeks to explore whether different employment relationships between full-time employees and agency workers entail different organizational commitments. Their propositions are that (a) full-time employees have stronger affective commitment than do agency workers, (b) agency workers relate more strongly to normative commitment than do full-time employees, and (c) full-time employees and agency workers are equally strong in continuance commitment.

Liao Shao-hong and Song Chun-ling, 2011:

This empirical study shows that the three dimensions of organizational support i.e. leader-member support, job satisfaction, and instrumental support exert a positive influence on the affective commitment, of which leader-members support and instrumental support have a significant positive effect on the normative commitment. Hence, the level of job satisfaction would not affect the behavior of employees to comply with organizational norms, but it would have a negative impact on the continuance commitment.

Kai Yao and Siyan Wu, 2011: They investigated the influence of perceived employee involvement on affective commitment. They found (1) there is a positive relationship between perceived employee involvement and affective commitment; (2) power distance moderates this relationship.

H. Cong, 2011: It examines the relationships between demographic factors and career commitment. The findings indicate that there is a positive relationship between education background and career commitment.

Compared with senior staff, young people aging below twenty-four were less committed to their career.

C. H. Fang, S. T. Chang and G. L. Chen, 2009:

Effect of leadership style on work satisfaction, organizational commitment and work performance: (1) work satisfaction has a significant, positive and direct effect on organizational commitment and work performance. (2) Leadership has a significant, positive and direct effect on work satisfaction and can affect organizational commitment and work performance indirectly through work satisfaction. (3) Organizational commitment can affect work performance positively.

Tay, 2009: This paper provides an overview of the different motives and domains or targets of employee commitment and highlights the importance of using affective rather than normative or continuance commitment measures in research. In addition, it discusses the weaknesses in using the organizational commitment questionnaire (OCQ) as a measure of organizational commitment.

N. An, J. Liu, L. Wang and Y. Bai, 2008:

This study introduces a new method which is called as employee satisfaction management to conduct human resources management. The paper constructs a causal model which considers the impact of employee perceived value on employee satisfaction, as well as the impact of employee satisfaction, affective commitment and continuance commitment on employee loyalty.

3. CONCLUSION AND SUGGESTIONS

From the review of literature of the above studies on employee commitment, it's evident that extensive research has been conducted on

the various variables effecting or moderating the effects of employee commitment in relation to various employee outcomes but still there's no substantial research done on the role of managerial levels as an independent variable or a moderator on the dynamics of employee commitment in relationship with leadership style. Hence, further research has been suggested on this aspect to fill this gap and seek insight in this relationship further.

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