FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT : A CONCEPTUAL ANALYSIS

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Abstract

One of the key components in attaining an organisation's goals is organisational commitment. Highly devoted workers significantly enhance the objectives and outcomes of the organisation. investigating what inspires Strong staff commitment is necessary to improve organisational performance. The study's goal is to determine, via the use of a literature review, what elements have an impact on organisational commitment. Employers' opinions and employees' perspectives each include a number of crucial aspects. Role ambiguity, work control, job insecurity, career development, performance evaluation, and positive team experience have all been cited by employers as having a substantial impact on organisational commitment. Contrarily, elements influencing an employee's. Locus of control, age and duration within the organization, task efficacy, culture, job happiness, and employee engagement are all factors that influence commitment.

Key Words: Organizational Commitment, Organization Justice, Employee, Job Burnout, Compensation, Job Satisfaction

INTRODUCTION

The notion of having organisational commitment has been crucial for employee behaviour and loyalty to the company can be predicted and expected by the organisation (Mathieu and Zajac, 1990; Morrow, 1993; Sinclair and Wright, (2005).

From Becker in 1960, Meyer and Allen in 1999, and Somers in 2009, various studies have been conducted to identify the elements that cause workers to remain in an organisation for a longer period of time. Because it connects employees with assigned responsibilities and tasks, commitment is essential.

High level of dedication is beneficial. People can perform jobs quickly and contribute further to the objectives and results that organisations hope to achieve. Furthermore, a person's level of commitment to an organisation affects both its effectiveness and its employees' wellbeing (Meyer & Herscovitch, 2001). It manifests that dedication becomes a problem for the organisation in order to encourage the employee to stay in the organisation.

Employees with poor commitment cost an organisation more money during the training and hiring processes (Loi et al., 2006). In fact, it could be difficult to retain the top workers within the company.

Because dedicated employees are less likely to leave the company, it is crucial to research the variables that encourage individuals and the organisation to increase employee commitment. (Wong et al, 1995).

Prior research has identified the antecedents of commitment in an organization, but no study has looked at aspects from both the organisation's and the employees' points of view, i.e., factors affecting commitment.

LITERATURE REVIEW

1. Commitment of the organization

Becker initiated the study of organisational commitment and referred to it as a "contract." (Becker, 1960). Later, Meyer and Allen, O'Relley, and Chatman added to Becker's single approach by recognising that commitment can take on multiple dimensions. When it comes to an organization, commitment is described as "a psychological affinity a person has towards the

degree to which a person can adopt and adapt to the characteristics and viewpoints of the organisation. Chatman and O'Reilley (1986). According to Jokivuori (2002), organisational commitment is strongly correlated with a number of factors, including turnover, illness, job satisfaction, intention to leave one's current employment, etc. Affective, continuation, and normative are the three elements of Allen and Meyer's three-part commitment model.

The term "affective component" (also known as "emotional commitment") describes situations in which a person demonstrates commitment to a company because they like doing it. The relationship between the employee and the company is close, and the employee enjoys working there. In addition to having a strong bond with the company, employees are hesitant to leave for any reason other than the positive experiences they receive from remaining there (Mowday et al. 1982).

When a worker commits to a company because they are aware of the benefits and costs of leaving, this is referred to as the continuity component (cost associated with leaving the company). (Kanter, 1968).

Workers understand that they will be better off if they continue working for the company rather than looking for possibilities outside of it due to the financial benefits of doing so (Becker, 1960; Meyer & Allen, 1984). In other words, employees are aware that the benefits they already have and will soon receive from the company— such as their education, pay, opportunities for job progression, and perks—will not be available to them elsewhere.The workforce would therefore assume that there would be little benefit from outside the organisation based on economic worth.The normative component (moral duty to stay) refers to the circumstance where commitment is demonstrated merely out of obligation on the part of the employee. Being responsible for the work that is assigned includes making a commitment.

Employees think that because they are part of the organization, they must dedicate themselves to achieving its objectives. They therefore aim to remain in order to satisfy the commitment or contract they have agreed to. Different components of commitment demonstrate varying degrees of dedication, and according to academics, specific factors have significantly impacted each component of commitment. A worker's level of dedication can vary depending on what he or she believes. By researching the elements and the relationship between the components and amount of commitment, it is possible to forecast how an employee would behave in terms of organisational commitment.(Meyer & Herscovitz, 2001).

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2. Elements That Influence Organizational Commitment

I. Employers' viewpoint factors

a. Ambiguity in roles

In a company, it's crucial to understand who handles which tasks by using work roles. This element has a significant impact on affective commitment. A person would be more committed by nature if they had a clear understanding of their job responsibilities. Whereas commitment to the organisation would be weaker if the job position was ambiguous and conflicted. According to a study by Judeh (2011), situations where a person's function is unclear may result in lower levels of commitment in an organisation.

b. Job management

Job control is a key component in enhancing the health and comfort of employees while they are at work. (Paul, 2002). Job control includes how much an individual participates in the work and how much autonomy is granted to them in the decision-making process. (Spector 1998). A worker is more likely to be committed when they have a high level of engagement in the decision-making process and a greater degree of autonomy. (e.g. Wasti & Can 2008). According to Cotton et al. in 1988, when employees actively participate in decision-making, job performance, employee motivation, and organisational commitment all increase.

c) Job instability

Similar to job control, job insecurity would indicate a worker's level of dedication to their employer. The notion that one can lose their current position at work is referred to as job insecurity. (De Witte 1999, 156). According to research by Ruokolainen (2005), a person's commitment level would be lower if his future in the organisation was uncertain. People typically try to find other open jobs when they feel there is no

certainty about their career future within a company. As a result, the employees would provide the assigned job and tasks less attention and focus. However, a worker will be more dedicated to the company if they feel that they have the chance to develop their skills and learn new things.

d) Career development

Employees must plan their careers in order to advance in their careers. Employees could achieve their ideal position if their employers provided them with complete support and a clear path for career progression. According to research, career growth and organisational commitment are related. Employee loyalty is higher when they feel that they can plan their careers within the company. (Enache, Sallan, Simo & Fernandez 2013). Additionally, when workers have the opportunity to progress their careers through promotion, their level of dedication will increase. (Kanter, 1977).

e) Performance evaluation

Performance evaluations are one of practices in human resources management that assess employees' performance. According to Edgar and Geare (2005), it is crucial to assess an employee's performance using attitudinal surveys in order to determine whether or not they completed the assignment effectively. An earlier study found that only the performance appraisal had a significant link with organisational commitment among the several human resource management practices.

f) A successful team environment

An efficient team produces higher performance (Applebaum & Batt, 1994) as well as production (Glassop, 2002; Hamilton, Nickerson & Owan, 2003). Previous studies on the advantages of team experience and dedication have discovered a connection between them. (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001;

Osburn, Moran, Musselwhite, & Zenger, 1990; Wellins, Byham, & Wilson, 1991). Positive team experiences influence the level of commitment in an organization, according to research conducted by Greenberg et al in 2009. Team members feel attached and bonded into the team and prefer to stay longer in the organisation if they feel positive about the team and experience good teamwork. The study also made clear that supportive, cooperative, and courteous team social relationships are essential for a successful team effort.

g) Management backing and the workplace environment

In addition to having complete management support, the workplace environment may also be able to anticipate how committed an employee will be by the psychological climate they see as a favourable work environment. According to Kahn (1990), there is a strong correlation between a workplace's psychological climate and its employees' dedication. Flexible and supportive leadership, clearly defined job duties and responsibilities, and the freedom to express oneself and share information would all help employees feel appreciated and increase their level of commitment. In other words, when an employee receives praise for their efforts to benefit the company, they will experience a favourable work environment, which raises their level of engagement. (Brown & Leigh, 1996).

II Factors from the perspective of the Employees

a. Center of gravity

When a person has locus of control, that means they think they can influence how their lives turn out. There are two types of loci of control: internal and external. While a person's life is influenced by outside forces while they are under external control, when they are under internal control, they are in charge of their own actions and the outcomes. According to studies, internal locus of control has an impact on organisational commitment (see Spector, 1988; Csikszentmihalyi, 1990). People who have a high level of internal locus of control think they are in control of their professional advancement, benefits, and income increase. Additionally, these people feel as though they have some control over their work environment (Lau & Woodman, 1995), which increases their sense of belonging to the company and increases their degree of commitment. On the other hand, those with an external locus of control want to remain in their current position because they feel that because they have less influence over their environment, they have fewer options to locate new employment.

b. Organizational tenure and age

Age and employment history may influence organisational commitment in the three components of commitment, depending on which continuity component is most influential, according to prior research. They intend to give up their current lifestyle to accommodate the work, which demonstrates their devotion. It is also demonstrated by sticking in the company despite the difficulty in finding alternatives. Because they feel more a part of the organisation the longer they stay, people who have been a part of it for a certain number of years would willingly give their lives to achieve the organisation's goal. The necessity in a new position typically demands for a particular age limit, thus older people would rather stay in the organisation than go to a new area.

c. Task-related self-efficacy

Work self-efficacy is defined as an individual's assurance in doing the assigned work. This aspect, particularly the affective component, has an impact on a person's level of dedication at work. A person with high task self-efficacy typically has a higher

level of internal commitment. The motivation for performance stems from a person's genuine and positive feelings. The greater one's task self-efficacy, the greater their level of commitment.

d. Culture

A person's level of commitment to the organisation can be predicted in large part by their culture. People's perceptions of the company they work for would differ. (Williamson et al. 2009, 29).

In their extensive research on commitment, Meyer et al. (2002, 38) discovered that culture had a big impact on commitment. Individualism vs. collectivism and power distance are the study's cultural components. It has been discovered that individuals from individualistic nations tend to be more committed to normative components since they feel obligated to carry out any tasks that have been delegated to them. They would have happiness and satisfaction by carrying out the duty. Moreover, individuality in culture influences normative commitment by ensuring that the boss and subordinates have equal power (Meyer et al. 2002, 238). Collectivism has a high level of normative commitment as well, but it only manifests in nations where men outnumber women and where the group's objectives are prioritized over those of the individual members.

e. Job contentment

Since job satisfaction was linked to better job performance, lower absenteeism and turnover rates, it has been a significant predictor of commitment at work. Job satisfaction is the positive attitude a person has towards their work. (Luthans, 1998). The relationship between job happiness and the degree of organisational commitment has been the subject of numerous research. (Currivan, 1999). In 1990, Dubinsky et al. discovered a significant link between job happiness and organisational commitment. In 2007, Ayeni and Phopoola revealed that

job satisfaction has a significant impact on a worker's commitment to their employer. Coleman and Cooper's (1997) study also found that job satisfaction has an impact on the affective and normative elements of commitment. As noted by Moser (1997), unhappy Workers' commitment levels are lower.

f. Engagement of employees

Saks (2006) defined employee engagement as the amount of attention a person devotes to the activities at hand. The two parts of employee engagement are work engagement and organisation engagement. There is a connection between organisational commitment and employee engagement, according to numerous studies. According to a study by Schaufeli and Salanova from 2007, people are more committed to an organisation the more they are involved in their work.

Conclusion

Previous research has found that a few characteristics have a significant impact on organisational commitment. The components can be divided into two categories: managers' perspectives and employees' perspectives. From a manager's perspective, elements including role ambiguity, work control, job insecurity, and career effect commitment. Advancement, performance reviews, and a good team dynamic are said to have a big impact on organisational dedication. The locus of control, age and tenure in the organization, task self-efficacy, culture, work happiness, and employee engagement, on the other hand, influence an employee's commitment.

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