



ORGANISATIONAL COMMITMENT: PERSPECTIVES ON MODELS AND ANTECEDENTS

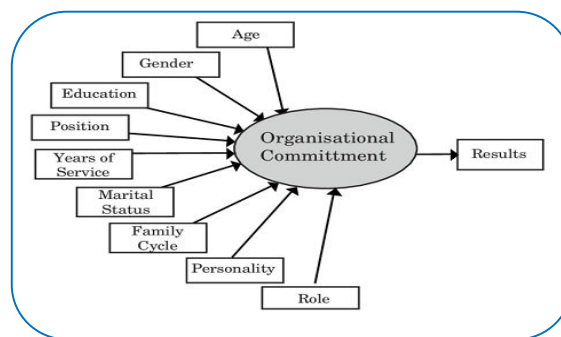
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ABSTRACT :

Organisational commitment is an important aspect in the studies of organisational behaviour. The crux of success of every institution or organisation is the commitment of its employees towards its goals. No organisation can effectively survive unless properly ensure the organisational commitment of its employees. There are abundant studies to analyse the correlates of organisational commitment such as organisational culture, organisational citizenship, job performance, job satisfaction, professional pressure, work motivation etc. the importance of organisational commitment is being studied in relation to educational scenario as well. There are various views on the construct of organisational commitment and its effective antecedents. This paper is a conceptual analysis of models and theories of organisational commitment with reference to its antecedents.



KEYWORDS : Organisation, Organisational Commitment, Models and Antecedents.

INTRODUCTION

Organisational behaviour is a discipline which focuses in detail the psycho-dynamics of workers in relation to as an individual or group and by analysing and synthesising structural behaviour within an organisation as its basic constituents are highly pertaining to improve the behaviour of each one towards fulfilment of its established goals. Studies on organisational behaviour are highly responsible for strengthening integrity, employability, productivity, and dynamics of relationship by focusing bringing individual values and goals and objectives of organisation in congruence.

Hence organisational behaviour is an effective touchstone for judging and evaluating workers at field in relation to their performance as the discipline of on organisational behaviour mainly related with the study of what individual do in an organisational structure and how it is associated with the their productivity as it mainly studies the behaviour of each individual at workplace, the pattern and structure of their interaction with the organisation. Hence the central aim of studies on organisational behaviours are explaining, predicting, and controlling behaviour of workers.

EDUCATIONAL INSTITUTIONS AS ORGANISATION

Organisation is an inseparable and basic constituent of every development of human being since the progress and advancement of human being is rightly begins with the tendency of man to move in organisations. The structure of organisation greatly necessitates effective communication, spirited team work, morale among employees, good leadership, quality and equity in institutional plans etc. (Johnson (2013).

The pattern and nature of organisational commitment in educational institutions like schools, colleges and universities is entirely different from other commercial and business institutions as chief motive of educational institutions is servicing the society and nation by educating. Hence the touchstone to judge the attainment of objectives and goals of educational organisation is purely different from non-educational organisations as it is rightly challenging to define the status of teachers or students in an organisational structure (Bush, 2009).

ORGANISATIONAL COMMITMENT

Organisational commitment is an inseparable and basic constituent of every organisation as it highly negotiates the achievement of goals and values of every organisation. Hence, the concept of organisational commitment is paramount in studies of organisational behaviour. It is obvious that none of organisation can survive without sufficient organisational commitment from the workers. Attaining the organisational aims and goals unequivocally necessitates effective and systematic studies in the field of organisational behaviour. Employee's behaviour in an organizational structure is a result of not only their personal dispositions but also the environment in which they work.

Organisational commitment can be generally termed as the sense of worker's attachment and loyalty to their organisation in relation to their specific judgements on various issues pertaining to organisational culture. The central tenet of commitment can be considered when an employee's values and goals are go in congruent with the goals and values of organisation as the employee shows implicitly or explicitly a willingness to stand on behalf of the organisation with a strong desire to be attached in that organisation (Cohen 2013). The commitment of employees to an organization is crucial because it greatly impacts their engagement in the organization and contributes to their retention which may lead to the productivity that can be in relation to various phases or levels of their commitment with antecedents that are responsible for one's sense or perception of attachment and loyalty.

One of classical definition of organizational commitment is put forwarded by Mowday, Steers, & Porter (1979), is that the organisational commitment is "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday, Steers, & Porter, 1979; p-226). Hence it is highlighted in this definition that the employee's state of commitment to the organization is not only pertinent but also the employee's identification with the organization's values and goals are prominent constituents of organisational commitment. It is employee's active and positive intention to identify with and internalize values and goals of organization (Porter et al. 1974). It greatly depended on how a loyal or attached the individual feels to the organization as that is mainly responsible for evaluating the association between personal characteristics of employee and the organisational environment. It is also described as the strong belief and willingness to identify with organizational value by dedicating to work culture and by going in congruence to the values and goals of organisation (Mueller, Wallace, & Price, 1992). Organizational commitment is a psycho-social bond between the employee and the organization that is derived from affective involvement and identification that greatly impacts certain set of behavioural intentions of proactivity, engagement, extra willingness to insert organisational values in favour of defence of the organization.

Perspectives on Models of Organisational Commitment

Becker (1960) prominently observed earlier, the concept of commitment based on his side-bet theory. Becker's (1960) proposes that employees will continue to work in the organization as long as there is a healthy exchange of value with the organizational structure that would be diminished if they

are not in the same structure. It was later developed as continuance or instrumental or calculative commitment as the dimension of organisational commitment (Wong 2014).

There are different perspectives on constituents or aspects of organisational commitment that are pertained to specific theoretical framework. Though the prominent concept in organisational commitment is Meyer & Allen's Three Dimensional Model which is considered comprehensive model, there are some other perspectives on dimensions of organisational commitment. Angle & Perry's (1981) Model is mainly related mainly two dimensions as the value and continuance commitment. The former is a sense affective commitment that focuses the feeling of attachment to the organisation while the latter is related to financial benefits such as rewards, interaction and other fringe benefits.

O' Reilly & Chatman's (1986) Model

O' Reilly & Chatman (1986) classified dimensions of organisational commitment in terms of compliance, identification and internalization. Compliance is termed as the expectation of an employee towards the reward and other fringe benefits as which is not related to emotional involvement. The identification is employees' emotional engagement and attachment focusing on healthy and effective psycho-social bond with organisation. Internalization is mainly responsible for going in congruent with values, ideals and goal of organisation.

Peneley & Gould (1988) proposed the dynamics of organisational commitment in terms of three factors such as moral commitment, calculative commitment and alienative commitment. The moral commitment is explained as the emotional attachment an employee towards the organisation while the calculative commitment is responsible for balancing the relation between an individual and the organisation based on cost-benefits analysis and alienative commitment is an instrumental attachment of an employee to the organisation. The alienative commitment was already put forwarded by Etzioni (1961) as highlights that employees may stay in the organisation due to lack of better alternatives as substitute for available conditions. Mayer & Schoorman (1998) explained organisational commitment in terms continuance commitment and value commitment. Continuance commitment is tendency of an employee to maintain the membership of organisation as already explained and value commitment mainly comes from double effort that means the ability of an employee to be congruent with organisational values and ideal, and to attain organisational goals simultaneously.

Wang's (2004) Five Component Model

Wang (2004) proposed a Five Component Model of organisational commitment theory mainly based by integrating Allen & Meyer's (1991) tri- dimensional theory of organisational commitment and Takao's (1998) four component model of organisational commitment. Takao (1998) earlier explained four basic constituents of organisational commitment in terms of affective commitment, value commitment, normative commitment and continuance commitment. Wang's model is an Asian substitute for western theoretical perspectives and it is based on the active and passive dimensions of commitment proposed by Takao and other western models of organisational commitment theories. Wang's model of organisational commitment hence comprised of five components such as normative commitment, value commitment, affective commitment, and active and passive continuance commitment.

Affective commitment in Wang's (2004) model is the same concept proposed by Meyer & Allen (1991) model of organisational commitment. It is related to an employee's emotional bond with the organization. Active continuance commitment centrally focuses on the motivation of employees to stay in organizations that provide career growth opportunities by facilitating on-the-job training or promotion opportunities etc. while passive continuance commitment is related with employee's mental state to stay with only by not getting alternative substitutes for current conditions. Normative commitment in Wang's (2004) model is also adapted from Meyer & Allen's (1991) model that is concerned with the obligation of an employee promotes the membership in the organization. Finally value commitment as proposed by Wang (2004) is concerned with employee's judgment of value with

the organisation in relation to their goals and values as the positive association enhances the willingness of employee to exert sufficient productivity for the organisation.

Meyer & Allen's (1991) Model

Meyer & Allen (1991) are key contributors to the field of organisational commitment as their continuous studies benefitted with well substantiated tri-dimensional theory of organisational commitment. Meyer & Allen (1991) are highly debated on attitudinal and behavioural aspects as that must be associated together to facilitate an accurate evaluation of employee commitment. They explained attitudinal commitment in relation to employee's relationship with the organization comparing their own values and goals that must be congruent with the organizational goals and values. The behavioural commitment as explained by them is chiefly responsible for the processes by which an employee is engaged with the organization. They observed that psycho-social attachment of an employee is not limited to employee's values and goals focusing congruence but also greatly reflects their desire or obligation to maintain membership of the organization as later they termed it as normative commitment.

Mowday et al. (1979) earlier explained organizational commitment as the relative strength of an employee's identification with and involvement in their organizational dynamics. It was described as three distinct factors three mainly a strong belief in and acceptance of the goals and values organizations, a willingness to exert considerable effort on behalf of the organization and a strong desire/need or intention to maintain membership in the organization. A single dimension of organizational commitment was rightly focused by Mowday et al. (1979) that was actually based on the affective attachment of employees, subsequent studies described organizational commitment in terms of a multi-dimensional construct by comprising other instrumental attachments impacting behaviour of employees. The affective commitment is an employee's emotional attachment to the organization while continuance commitment which is tendency to stay in the organisation due to son affective factors and normative commitment represent an employee's feeling of moral obligation to stay in the organization (Mathieu & Zajac 1990, Meyer & Allen 1991).

Hence it can be concluded that the organizational commitment model proposed by Meyer & Allen (1991) is rightly an integration of theoretical perspectives put forwarded by Becker (1960), Porter et al. (1974) and Mowday, Steers & Porter (1979) comprising effectively three components such as affective commitment, continuance commitment, and normative commitment.

Antecedents of organisational commitment

There are different perspectives of antecedents of organisational commitment based on various theoretical models. Mowday et.al's (1979) pointed out four major antecedents of organisational commitment based on their theoretical concept. They are personal characteristics such as gender, age, work culture, attitude etc. the second antecedent of organisational commitment is role characteristics of employees such as job role, professional pleasure, job related challenges, role conflict and role ambiguity. The third antecedent propounded by them is structural characteristics such as level of occupation, size of organisation, the style of supervision and nature of cohesiveness of organisational culture. The fourth antecedent proposed by them is work experience.

Allen & Meyer (1990) described the antecedents of affective commitment in terms of clarity in organisational goals and assignment of employee's role, nature of professional challenge, difficulty level of job tasks, cohesiveness with colleagues, and effectiveness of institutional plans and policies and equity, etc. The major antecedents for continuous commitment mainly are two as the exchange of productivity investment in organisation and the possibility of availability alternatives. The antecedents of normative commitment are responsible for level of employee's feeling of involvement in organisational structure, state of attachment to the organisation, effectiveness of job consciousness and moral perspectives etc.

Organisational Commitment among School Teachers

Though the main focus of studies in organisational behaviour like organisational commitment, impact of organisational on employees, work motivation, employee burn out and job satisfaction etc. are in industrial and other commercial structure, recently plenty of research studies emerged on organisational behaviour among teachers. Teachers are rightly the architect of society and nation since their productivity can greatly impact the growth and development of nation and vice versa. Effective studies on organisational behaviours of teachers can profoundly enhance the work culture and teaching performance in relation to organisational goals. Organisational commitment among teachers is a central in attaining the aims and goals of education especially it is specifically correlated with students' academic and related performances. None of educational institutions can survive in terms of quality and equity unless teachers are highly committed to their profession.

CONCLUSION

Organisational commitment is unequivocally the central tenet of success of every organisation since the variation in the level of commitment among its employees greatly affects the performance of organisation. Organisational commitment like all other dimensions of organisational behaviour is very potential in improving and enhancing school teachers as well. Effective assessment and evaluation of organisational commitment of teachers can greatly contribute many critical issues pertaining to low quality of education system. It should be focused on organisational commitment of school teachers in relation to all pertaining factors such as gender, type of management of school, locale, marital status and level of qualification etc. as that can profoundly influence the work culture and performance level of teachers. It necessitates effective studies on organisational commitment among teachers especially school teachers in relation to many variables like work culture, professional pleasure, professional pressure, job satisfaction, work motivation, job burnout, governmental educational policies etc. as than can greatly contribute for analysis of dynamics of teacher performance. It is also pertinent to study teacher's organisational commitment in relation to commitment to school, students, teaching work and professional development in terms affective, continuance and normative commitments.

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