

ITE 3652 Organizational Behavior

Lesson 14 – Organizational Commitment

1.0 What is a commitment?

We have come across many lessons up to now. Now it is important to know how and why employees be loyal towards the any organization that they work. Organisational commitment is the individual's psychological attachment to an organization. Usually organisational commitment and job satisfaction are closely correlated together with lower levels of intention to leave the organization. Organizational commitment plays a bigger role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal.

If an organizational commitment is determined it helps predict employee satisfaction, employee engagement, distribution of leadership, job performance, job insecurity, and similar such attributes. An employee's level of commitment towards his/her work is important to know from a management's point of view to be able to know their dedication to the tasks assigned to them on a daily basis.

2.0 Types of organisational commitment

Researchers have identified three types of organizational commitment:

1. Affective Commitment
2. Continuance commitment
3. Normative Commitment

Let us now discuss each of these commitment types.

Affective Commitment

Affective committment means the employee has an emotional bond with the organisation. Some researchers identify affective commitment as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. Active commitment also means, an employee is not only happy but also engaged in the

organizational activities like, participation in discussions and meeting, giving valuable inputs or suggestions that will help the organization, proactive work ethics etc.

Continuance commitment

Continuance commitment is the level of commitment where an employee would think that leaving an organization would be costly. More importantly an employee has a continuance in commitment level, they want to stay in the organization for a longer period of time. Here the employee feels that they must stay because they have already invested enough energy and feel attached to the organization attachment that is both mental and emotional. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership

Normative Commitment

Normative commitment is where an individual feels they should stay for some reason. It is the level of commitment where an employee feels obligated to stay in the organization, where they feel, staying in the organization is the right thing to do. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.'

3.0 How to Improve Organizational Commitment?

There are multiple ways to improve the organizational commitment of the employees. Different organizations take actions to enhance the commitment.

Good teamwork culture

Developing a strong and good teamwork culture facilitates a better work culture in the organization. Managers have bigger responsibility to play in enhancing the team culture among the different levels of organization. When the organization promotes a culture of team building, employees will be motivated to work together and achieve more. This will help boost their commitment levels and create a long-term work culture harmony.

Communicate organizational goals

Organizational goals must be clear and precise as they are the key directives of all the stake holders. In order to do that managers responsibility to communicate the organizational goals and expectations to the employees clearly.

Better communication

Effective Communication is important for the development of an organization. It is something which helps the managers to perform the basic functions of management- Planning, Organizing, Motivating and Controlling. Effective communications help to establish clear expectations for employees and, perhaps surprisingly, for customers as well.

Maintain ethics

Ethics are moral principles that guide a person's behavior. Having high standards of work ethics makes employees feel motivated and respectful towards the organization. Good work ethics assures any employee, that they have an equal playing field in the organization to perform and to grow their careers.

Encourage innovation

Innovation is one of the best ways of encouraging employees. When an employee has an idea of doing things differently and in a better way, do not discourage them, on the contrary, motivate them to come up with more good ideas.

Better and constructive feedback

Feedback is an integral part of any evaluation. Employees should be provided with constructive feedback whenever needed. They should be appreciated for what they are doing good which will help them raise their morale.

Offer Incentives

When an employee performs exceptionally well, organizations need to value his/her contribution. In such cases, it is a good idea to offer incentives to the employee to recognize his/her good work and dedication. If the organization wants employees to have sufficient work commitments it is essential that management rewards them appropriately as different things motivate different people.

Foster a positive work culture

A positive work culture is where employees feel happy to be a part of the organization, where they feel motivated and encouraged to share new ideas and facilitate communication with the management without having the fear of being misunderstood. Encourage employees to find a personal fit with the organization's culture.

4.0 Employee Satisfaction

Organizational commitment has a very distinct and clear relationship with employee satisfaction towards their jobs. Job satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. There are many aspects pertaining to job satisfaction of the employees. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place. The majority of organizations view job satisfaction as dependent on 2 things – salary and ‘recreational activities’. There are many benefits that can be obtained by job satisfaction.

- **Lower Turnover** – Turnover can be one of the highest costs attributed to the HR department. Retaining workers helps create a better environment, and makes it easier to recruit quality talent and save money.
- **Higher Productivity** – Irrespective of job title and pay grade, employees who report high job satisfaction tend to achieve higher productivity.
- **Increased Profits** – Keeping employees safe and satisfied can lead to higher sales, lower costs and a stronger bottom line.
- **Loyalty** – When employees feel the company has their best interests at heart, they often support its mission and work hard to help achieve its objectives.

5.0 Lesson Summary

This lesson is about organisational commitment. It is the strength of the attachment an employee feels towards an organization. There are many factors affecting to the organisational commitment. Committed employees tend to remain at the origination and work towards betterment of the organization. Job satisfaction is a very important part of an employee's lifecycle and motivation to remain loyal to and employed with an organization.